CNPA Equality Report Appendices Table of Contents

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Appendix 1

The Cairngorms National Park Authority principles

Principles	By this we mean
Passion and dedication	• We are deeply committed to driving positive action within the National Park. • We are creating an environment that is exceptional for employees, residents, organisations, businesses and visitors alike. • We are working towards a place where people and nature are thriving together.
Community	• The Park Authority embodies a culture of openness, support, respect and inclusivity. • Every member of our team, and everyone we work with, is valued for their unique contribution. • Our approach to everything we do is driven by creating strong partnerships and collaborative efforts with others.
Pioneering	• We aim for excellence and our work should always serve as a beacon, inspiring and engaging others positively. • We are dynamic and bold in our approach, embracing creativity and innovation. • We are reflective and committed to ongoing learning and evaluation.
Inspiring leadership	• We all support one another to be exemplars in our behaviours and performance. • We trust and respect each other, which fosters ownership and responsibility. • By visibly championing our exemplary policies and procedures, and holding each other to account, we build confidence and security.

Appendix 2

Staff and Board equality monitoring data

Staff Equalities Survey 2023

The following survey was sent to 116 members of the Park Authority's staff; 90 people completed it. This is a return of 77.59%.

* indicates the result was less than four

Do you consider yourself to have a disability?	
Yes	16
No	73
Prefer not to say	*
Inclusion of neurodiverse **If you answered yes, what is the nature of your disability?**	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	
Learning disability or difficulty (Down's syndrome, head injury):	*
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	5
Neurodiverse (autism, ADHD, dyslexia, dyscalculia, dyspraxia)	4
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	
Prefer not to say	*
Other Condition	*
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question. **If you have answered that you have a disability, are you opened about your disability?**	
At home	

Yes	10
Partially	4
No	*
Prefer not to say / Blank	*
With colleagues	
Yes	5
Partially	7
No	*
Prefer not to say / Blank	*
With your line manager	
Yes	8
Partially	4
No	*
Prefer not to say / Blank	*
At work in general	
Yes	4
Partially	5
No	5
Prefer not to say / Blank	*

Which of the following best describes your current marital status?	
Married / Civil partnership	43
Separated / Divorced	7
Single	27
Widowed	*
I prefer a term not listed	*0
Prefer not to say	*

Age	
16 – 24	8
25 – 34	17
35 – 44	26
45 – 54	33
55 – 64	6
65 – 74	
Prefer not to say	

What is your sex? Previously: What was your sex assigned at birth?	
Female	44
Male	28
Intersex	
I prefer a term not listed	
Prefer not to say / Blank	18

How do you currently identify your gender?	
Same as assigned at birth	86
Trans woman	
Trans man	
Non-binary	*
Agender / gender neutral	*
I prefer a term not listed	*
Prefer not to say	*

How would you describe your sexual orientation?	
Asexual / Aromantic	
Bisexual	*
Gay, Lesbian or Homosexual	*
Heterosexual	58
Multiple identities	
Pan or polysexual	*
I prefer a term not listed	*
Prefer not to say / Blank	24
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.	
At home	
Yes	5
Partially	*
No	
Prefer not to say / Blank	5
With colleagues	
Yes	*

Partially	4
No	
Prefer not to say / Blank	5
With your line manager	
Yes	*
Partially	*
No	
Prefer not to say / Blank	6
At work generally	
Yes	*
Partially	*
No	*
Prefer not to say / Blank	5

What is your Religion or belief?	
Agnostic	9
Atheist	22
Baha'i	*
Buddhist	
Christian	14
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	40
Pagan	
Rastafari	
Sikh	
Other	*
Prefer not to say	*

Which of the following best describes your ethnicity? (there were many categories against which to report, but detailed below are just those that were ticked)	
African, African Scottish or African British: African	*
Mixed or Multiple Ethnic Group	*
White British	44

White English	*
White Other	*
White Scottish	37
I prefer not to say	*

Which of the following best describes your caring responsibilities?	
None	50
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	24
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	
Secondary carer	5
I prefer to self-describe	4
Prefer not to say / Blank	*

What do you feel is your national identity?	
British	28
English	*
Northern Irish	
Scottish	27
Welsh	
Other	*

Please indicate which Directorate you work in	
Corporate Services (inc. Communications)	29
Nature and Climate Change	25
Planning and Place	36

Board Equalities Survey 2023

The following survey was sent to 19 Park Authority Board Members; 10 people completed it. This is a return of 52.63%.

* indicates the result was less than four

Do you consider yourself to have a disability?	
Yes	*
No	7
Prefer not to say / Blank	*

Inclusion of neurodiverse **If you answered yes, what is the nature of your disability?**	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	
Learning disability or difficulty (Down's syndrome, head injury):	
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	
Mental health condition	
Neurodiverse (autism, ADHD, dyslexia, dyscalculia, dyspraxia)	
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	
Prefer not to say	
Other Condition	*
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question. **If you have answered that you have a disability, are you open about your disability?**	
At home	
Yes	
Partially	
No	*
Prefer not to say / Blank	
With colleagues	
Yes	
Partially	*
No	
Prefer not to say / Blank	
With your line manager	
Yes	
Partially	
No	
Prefer not to say / Blank	*
At work in general	
Yes	
Partially	*

No	
Prefer not to say / Blank	

Which of the following best describes your current marital status?	
Married / Civil partnership	8
Separated / Divorced	
Single	*
Widowed	
I prefer a term not listed	
Prefer not to say / Blank	*

Age	
16 – 24	
25 – 34	*
35 – 44	
45 – 54	
55 – 64	*
65 – 74	4
Prefer not to say / Blank	*

What is your sex? Previously: What was your sex assigned at birth?	
Female	*
Male	6
Intersex	
I prefer a term not listed	
Prefer not to say / Blank	*

How do you currently identify your gender?	
Same as assigned at birth	9
Trans woman	
Trans man	
Non-binary	
Agender / gender neutral	
I prefer a term not listed	
Prefer not to say	*

How would you describe your sexual orientation?	
Asexual / Aromantic	*
Bisexual	
Gay, Lesbian or Homosexual	
Heterosexual	7
Multiple identities	
Pan or polysexual	
I prefer a term not listed	
Prefer not to say / Blank	*
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.	
At home	
Yes	8
Partially	
No	
Prefer not to say / Blank	*
With colleagues	
Yes	8
Partially	
No	
Prefer not to say / Blank	*
With your line manager	
Yes	8
Partially	
No	
Prefer not to say / Blank	*
At work generally	
Yes	8
Partially	
No	
Prefer not to say / Blank	*

What is your Religion or belief?	
Agnostic	*
Atheist	*
Baha'i	

Buddhist	
Christian	4
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	*
Pagan	
Rastafari	
Sikh	
Other	
Prefer not to say	2

Which of the following best describes your ethnicity? (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	4
White Scottish	5
I prefer not to say / Blank	*

Which of the following best describes your caring responsibilities?	
None	6
Primary carer of a disabled adult (18 and over)	
Primary carer of a child/children (under 18)	
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	
Secondary carer	*
I prefer to self-describe	
Prefer not to say / Blank	*

What do you feel is your national identity?	
British	4
English	
Northern Irish	
Scottish	5
Welsh	
Other	

Prefer not to say / Blank	*

Staff Equalities Survey 2024

The following survey was sent to 107 members of the Park Authority staff; 95 people completed it. This is a return of 88.79%.

* indicates the result was less than four

Do you consider yourself to have a disability?	
Yes	18
No	76
Prefer not to say	*
If you answered yes, what is the nature of your disability?	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	
Learning disability or difficulty (Down's syndrome, head injury):	*
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	*
Mental health condition	5
Neurodiverse (autism, ADHD, dyslexia, dyscalculia, dyspraxia)	8
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	
Prefer not to say	*
Other Condition	*
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question. **If you have answered that you have a disability, are you open about your disability?**	
At home	
Yes	12
Partially	4
No	
Prefer not to say / Blank	*

With colleagues	
Yes	7
Partially	7
No	*
Prefer not to say / Blank	*
With your line manager	
Yes	12
Partially	*
No	*
Prefer not to say / Blank	*
At work in general	
Yes	7
Partially	5
No	*
Prefer not to say / Blank	*

Which of the following best describes your current marital status?	
Married / Civil partnership	46
Separated / Divorced	6
Single	25
Widowed	*
I prefer a term not listed	10
Prefer not to say	6

Age	
16 – 24	*
25 – 34	16
35 – 44	30
45 – 54	35
55 – 64	10
65 – 74	
Prefer not to say	*

What is your sex?	
Female	51
Male	34
Intersex	
I prefer a term not listed	

Prefer not to say / Blank	10

How do you currently identify your gender?	
Same as assigned at birth	91
Trans woman	
Trans man	
Non-binary	*
Agender / gender neutral	*
I prefer a term not listed	*
Prefer not to say	*

How would you describe your sexual orientation?	
Asexual / Aromantic	
Bisexual	*
Gay, Lesbian or Homosexual	*
Heterosexual	71
Multiple identities	
Pan or polysexual	*
I prefer a term not listed	*
Prefer not to say / Blank	16
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.	
At home	
Yes	66
Partially	*
No	
Prefer not to say / Blank	27
With colleagues	
Yes	59
Partially	*
No	*
Prefer not to say / Blank	31
With your line manager	
Yes	58
Partially	*
No	*

Prefer not to say / Blank	31
At work generally	
Yes	58
Partially	4
No	*
Prefer not to say / Blank	30

What is your Religion or belief?	
Agnostic	8
Atheist	23
Baha'i	*
Buddhist	
Christian	14
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	44
Pagan	*
Rastafari	
Sikh	
Other	*
Prefer not to say	*

Which of the following best describes your ethnicity? (there were many categories against which to report, but detailed below are just those that were ticked)	
African, African Scottish or African British: African	*
Mixed or Multiple Ethnic Group	*
White British	48
White English	
White Northern Irish	*
White Other	4
White Scottish	36
White Welsh	*
I prefer not to say	*

Which of the following best describes your caring responsibilities?	
None	52
Primary carer of a disabled adult (18 and over)	
Primary carer of a child/children (under 18)	28
Primary carer of an older person (65 and over)	*
Primary carer of a disabled child/children (under 18)	
Secondary carer	8
I prefer to self-describe	
Prefer not to say / Blank	7

What do you feel is your national identity?	
British	35
Dutch	*
Scottish	23
South African	*
Welsh	*
Prefer not to say / Blank	33

Please indicate which Directorate you work in	
Corporate Services (inc. Communications)	46
Nature and Climate Change	18
Planning and Place	31

Board Equalities Survey 2024

The following survey was sent to 18 Park Authority Board Members; 11 people completed it. This is a return of 61%.

* Indicates the result was less than four

Do you consider yourself to have a disability?	
Yes	*
No	10
Prefer not to say / Blank	
Inclusion of neurodiverse **If you answered yes, what is the nature of your disability?**	
Sensory impairment (blind, visual impairment, deaf, hard of hearing):	*
Learning disability or difficulty	

(Down's syndrome, head injury):	
Long standing illness or health condition (cancer, HIV, diabetes, chronic heart disease or epilepsy)	
Mental health condition	
Neurodiverse (autism, ADHD, dyslexia, dyscalculia, dyspraxia)	
Physical impairment (mobility issues, using arms, wheelchair user, on crutches)	
Prefer not to say	
Other Condition	
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question. **If you have answered that you have a disability, are you open about your disability?**	
At home	
Yes	*
Partially	
No	
Prefer not to say / Blank	
With colleagues	
Yes	*
Partially	
No	
Prefer not to say / Blank	
With your line manager	
Yes	*
Partially	
No	
Prefer not to say / Blank	
At work in general	
Yes	*
Partially	
No	
Prefer not to say / Blank	

Which of the following best describes your current marital status?	
Married / Civil partnership	8
Separated / Divorced	

Single	*
Widowed	
I prefer a term not listed	
Prefer not to say / Blank	

Age	
16 – 24	
25 – 34	*
35 – 44	*
45 – 54	
55 – 64	*
65 – 74	*
Prefer not to say / Blank	

What is your sex?	
Female	*
Male	8
Intersex	
I prefer a term not listed	
Prefer not to say / Blank	

How do you currently identify your gender?	
Same as assigned at birth	11
Trans woman	
Trans man	
Non-binary	
Agender / gender neutral	
I prefer a term not listed	
Prefer not to say	

How would you describe your sexual orientation?	
Asexual / Aromantic	
Bisexual	*
Gay, Lesbian or Homosexual	*
Heterosexual	7
Multiple identities	
Pan or polysexual	
I prefer a term not listed	

Prefer not to say / Blank	
The Park Authority wants to create an environment where our employees feel totally able to be themselves at work. To assist us with identifying where there may be barriers to achieving this, it would be helpful if you could answer the following question.	
At home	
Yes	9
Partially	*
No	
Prefer not to say / Blank	*
With colleagues	
Yes	9
Partially	*
No	*
Prefer not to say / Blank	
With your line manager	
Yes	9
Partially	*
No	*
Prefer not to say / Blank	
At work generally	
Yes	9
Partially	*
No	*
Prefer not to say / Blank	

What is your Religion or belief?	
Agnostic	
Atheist	
Baha'i	
Buddhist	
Christian	4
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	7

Pagan	
Rastafari	
Sikh	
Other	
Prefer not to say	

Which of the following best describes your ethnicity? (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	4
White Scottish	5
White Other	*
I prefer to self-describe	*
I prefer not to say / Blank	

Which of the following best describes your caring responsibilities?	
None	10
Primary carer of a disabled adult (18 and over)	*
Primary carer of a child/children (under 18)	
Primary carer of an older person (65 and over)	
Primary carer of a disabled child/children (under 18)	
Secondary carer	
I prefer to self-describe	
Prefer not to say / Blank	

What do you feel is your national identity?	
British	4
English	
Northern Irish	
Scottish	5
Welsh	
Other	*
Prefer not to say / Blank	

Staff Recruitment and Retention Statistics

The Park Authority has a policy that all vacant posts are advertised to internal staff in the first instance. All internal applicants are guaranteed an interview provided they meet all the essential criteria for the post. There is no guarantee of appointment however, and if the post is not appointed through the internal recruitment process, it is advertised externally.

2022

In 2022, a total of 34 posts were advertised for recruitment. Three posts were not appointed. There were internal applicants for 18 posts – 12 of these posts were filled internally.

Internal Applicants 2022

There was a total of 26 internal applicants.

* indicates the result was less than four

Disability	
Yes	*
No	24
Prefer not to say / Blank	*

Marital status	
Married / Civil Partnership	12
Not Married / Not in a Civil Partnership / Single	10
Separated / Divorced	*
Prefer not to say / Blank	*

Age breakdown	
16 – 24	4
25 – 34	*
35 - 44	7
45 – 54	9
55 – 64	*
65 +	*
Prefer not to say / Blank	*

What is your sex? Previously: What was your sex assigned at birth? Previously: Which of the following best describes your gender?	
Male	11
Female	14
Prefer not to say / Blank	*

Transgender (categories below were prior to April 2021)	
Transgender – Yes	
Transgender – No	12
Gender (categories below were introduced April 2021 onwards)	
Same as assigned at birth	12
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer not to say / Blank	*

Sexuality	
Asexual / Aromantic	
Bi, Pan or Polysexual	
Gay, Lesbian or Homosexual	
Heterosexual	23
Multiple Identities	
Other / Prefer a term not listed	
Prefer not to say / Blank	*

Religion / Belief	
Agnostic	*
Atheist	*
Baha'i	
Buddhist	
Christian	
Esoteric Tradition	
Hindu	
Humanist	
Jewish	

Muslim	
None	19
Other	
Pagan	
Rastafari	*
Roman Catholic	
Sikh	
Prefer not to say / Blank	*

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	5
White Scottish	20
Prefer not to say / Blank	*

Nationality	
British	*
English	*
Irish	
Northern Irish	
Scottish	8
Welsh	
Other	
Prefer to not say / Blank	14

Internal Appointments 2022

There were 12 posts which were filled by internal applicants.

* indicates the result was five or less

Disability	
Yes	*
No	10
Prefer not to say / Blank	*

Marital status	
Married / Civil Partnership	4
Not Married / Not in a Civil Partnership / Single	6
Separated / Divorced	*
Prefer not to say / Blank	*
Age breakdown	
16 – 24	*
25 – 34	*
35 - 44	*
45 – 54	5
55 – 64	
65 +	
Prefer not to say / Blank	*
What is your sex? **Previously: What was your sex assigned at birth?** **Previously: Which of the following best describes your gender?**	
Male	7
Female	4
Prefer not to say / Blank	*

Transgender (categories below were prior to April 2021)	
Transgender – Yes	
Transgender – No	6
Gender (categories below were introduced April 2021 onwards)	
Same as assigned at birth	4
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer not to say / Blank	*

Sexuality	
Asexual / Aromantic	
Bi, Pan or Polysexual	
Gay, Lesbian or Homosexual	
Heterosexual	9
Multiple Identities	

Other / Prefer a term not listed	
Prefer not to say / Blank	*

Religion / Belief	
Agnostic	*
Atheist	*
Baha'i	
Buddhist	
Christian	
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
None	7
Other	
Pagan	
Rastafari	
Roman Catholic	
Sikh	
Prefer not to say / Blank	*

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	*
White Scottish	10
Prefer not to say / Blank	*

Nationality	
British	*
English	*
Irish	
Northern Irish	
Scottish	9
Welsh	
Other	

Prefer to not say / Blank	*

There are no trends in these statistics that are a cause of concern or indicate inequality in our policies and practices.

External Recruitment 2022

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2022 is as follows:

- Total number of applicants was 244, of which 138 were female and 100 were male.

* indicates the result was less than four

Disability	
Yes	41
No	197
Prefer not to say / Blank	6

Marital status	
Married / Civil Partnership	76
Not Married / Not in a Civil Partnership / Single	138
Separated / Divorced	10
Widowed	*
Prefer not to say / Blank	19

Age breakdown	
16 – 24	54
25 – 34	82
35 - 44	61
45 – 54	23
55 – 64	16
65 +	*
Prefer not to say / Blank	6

What is your sex? Previously: What was your sex assigned at birth? Previously: Which of the following best describes your gender?	
Male	100

| Female | 138 |
| Prefer not to say / Blank | 6 |

Transgender (categories below were prior to April 2021)	
Transgender – Yes	
Transgender – No	29
Gender (categories below were introduced April 2021 onwards)	
Same as assigned at birth	202
Trans Man	
Trans Woman	
Non-binary	*
Agender / gender neutral	*
Prefer not to say / Blank	10

Sexuality	
Asexual / Aromantic	*
Bi, Pan or Polysexual	13
Gay, Lesbian or Homosexual	6
Heterosexual	196
Multiple Identities	
Other / Prefer a term not listed	*
Prefer not to say / Blank	25

Religion/Belief	
Agnostic	8
Atheist	18
Baha'i	
Buddhist	*
Christian	34
Esoteric Tradition	*
Hindu	*
Humanist	*
Jewish	
Muslim	4
None / No religious affiliation	152
Other	*
Pagan	*

Rastafari	
Roman Catholic	*
Sikh	
Prefer not to say / Blank	19

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	97
White English	8
White Irish	*
White Northern Irish	*
White Scottish	78
White Welsh	2
White Other	35
Mixed or Multiple ethnic groups	5
African, African Scottish or African British: African	*
Arab, Arab Scottish or Arab British	*
Asian, Asian Scottish or Asian British: Indian	*
Asian, Asian Scottish or Asian British: Pakistani	*
Asian, Asian Scottish or Asian British: Other	*
Caribbean or Black, Caribbean or Black Scottish, Caribbean or Back British: Caribbean	
Other Ethnic Group: Other	
Prefer a term not listed	
Prefer not to say / Blank	5

Nationality	
British	86
English	3
Irish	
Northern Irish	*
Scottish	72
Welsh	*
Other	44
Prefer to not say / Blank	34

External Appointments 2022

There were 19 posts which were filled by external candidates.

* indicates the result was less than four

Disability	
Yes	*
No	16
Prefer not to say / Blank	*

Marital status	
Married / Civil Partnership	7
Not Married / Not in a Civil Partnership / Single	8
Separated / Divorced	*
Widowed	*
Prefer not to say / Blank	

Age breakdown	
16 – 24	*
25 – 34	4
35 - 44	10
45 – 54	*
55 – 64	*
65 +	
Prefer not to say / Blank	

What is your sex? Previously: What was your sex assigned at birth? Previously: Which of the following best describes your gender?	
Male	8
Female	11
Prefer not to say / Blank	

Transgender (categories below were prior to April 2021)	
Transgender – Yes	
Transgender – No	*
Gender (categories below were introduced April 2021 onwards)	

Same as assigned at birth	16
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer a term not listed	
Prefer not to say / Blank	

Sexuality	
Asexual / Aromantic	
Bi, Pan or Polysexual	*
Gay, Lesbian or Homosexual	*
Heterosexual	17
Multiple Identities	
Other / Prefer a term not listed	
Prefer not to say / Blank	

Religion / Belief	
Agnostic	
Atheist	4
Baha'i	
Buddhist	
Christian	*
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
None / No religious affiliation	12
Other	
Pagan	
Rastafari	
Roman Catholic	*
Sikh	
Prefer not to say / Blank	

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	8
White Scottish	8
White Other	*
Mixed or Multiple ethnic groups	*
African, African Scottish or African British: African	*
Nationality	
British	8
English	
Irish	
Northern Irish	
Scottish	9
Welsh	*
Other	*
Prefer to not say / Blank	

2023

In 2023, a total of 38 posts were advertised for recruitment. Seven posts were not appointed, with six being subsequently recruited in 2024 and one post being paused. There were internal applicants for 17 posts – 12 of these posts were filled internally.

Internal Applicants 2023

There were a total of 19 internal applicants.

* indicates the result was less than four

Disability	
Yes	*
No	16
Prefer not to say / Blank	*
Marital status	
Married / Civil Partnership	6
Not Married / Not in a Civil Partnership / Single	10
Separated / Divorced	

Prefer not to disclose / Blank	*

Age breakdown	
16 – 24	*
25 – 34	6
35 - 44	*
45 – 54	4
55 – 64	*
65 +	
Prefer not to disclose / Blank	

What is your sex?	
Male	10
Female	8
Prefer not to disclose / Blank	*

Gender	
Same as assigned at birth	17
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer not to disclose / Blank	*

Sexual Orientation	
Asexual / Aromantic	
Bisexual	4
Gay, Lesbian or Homosexual	
Heterosexual	12
Multiple Identities	
Other / Prefer a term not listed	
Pan or Polysexual	*
Prefer not to disclose / Blank	*

Religion / Belief	
Agnostic	*
Atheist	*

Baha'i	
Buddhist	
Christian	*
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	11
Other	
Pagan	
Rastafari	
Sikh	
Prefer not to disclose / Blank	*

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
Mixed or multiple ethnic groups	*
White British	9
White Scottish	7
Prefer not to disclose / Blank	*

Nationality	
British	10
English	
Irish	
Northern Irish	
Scottish	8
Welsh	
Other	
Prefer to not disclose / Blank	*

Internal Appointments 2023

There were 12 posts which were filled by 12 internal applicants.

* indicates the result was less than four

Disability	
Yes	*
No	11
Prefer not to disclose / Blank	

Marital status	
Married / Civil Partnership	4
Single	7
Separated / Divorced	
Prefer not to disclose / Blank	*

Age breakdown	
16 – 24	*
25 – 34	*
35 - 44	*
45 – 54	*
55 – 64	*
65 +	
Prefer not to disclose / Blank	

What is your sex?	
Male	8
Female	4
Prefer not to disclose / Blank	

Gender	
Same as assigned at birth	11
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer not to disclose / Blank	*

Sexual Orientation	
Asexual / Aromantic	
Bisexual	*

Gay, Lesbian or Homosexual	
Heterosexual	9
Multiple Identities	
Other / Prefer a term not listed	
Pan or Polysexual	*
Prefer not to disclose / Blank	*

Religion / Belief	
Agnostic	*
Atheist	*
Baha'i	
Buddhist	
Christian	*
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No Religious Affiliation	5
Other	
Pagan	
Rastafari	
Roman Catholic	
Sikh	
Prefer not to disclose / Blank	*

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
Mixed or multiple ethnic groups	*
White British	8
White Scottish	*
Prefer not to disclose / Blank	*

Nationality	
British	9
English	

Irish	
Northern Irish	
Scottish	*
Welsh	
Other	
Prefer to not disclose / Blank	

There are no trends in these statistics that are a cause of concern or indicate inequality in our policies and practices.

External Recruitment 2023

All external applicants complete a questionnaire that focuses on all the protected characteristics. The information held on external applicants for 2023 is as follows:

- Total number of applicants was 297, of which 148 were female and 143 were male with six either preferring a term not listed or chose not to disclose.

* indicates the result was less than four

Disability	
Yes	18
No	270
Prefer not to disclose / Blank	9

Marital status	
Married / Civil Partnership	64
Single	198
Separated / Divorced	16
Widowed	4
Prefer not to disclose / Blank	15

Age breakdown	
16 – 24	81
25 – 34	121
35 - 44	45
45 – 54	36
55 – 64	13
65 +	

Prefer not to disclose / Blank	*

What is your sex?	
Male	143
Female	148
Prefer a term not listed	*
Prefer not to disclose / Blank	5

Gender	
Same as assigned at birth	283
Trans Man	
Trans Woman	
Non-binary	*
Agender / gender neutral	4
Prefer a term not listed	4
Prefer not to disclose / Blank	5

Sexual Orientation Note: Bi, Pan and Polysexual were subsequently separated into different categories	
Asexual / Aromantic	4
Bisexual	17
Bi, Pan or Polysexual	6
Gay, Lesbian or Homosexual	7
Heterosexual	224
Multiple Identities	
Other / Prefer a term not listed	*
Pan or Polysexual	*
Prefer not to disclose / Blank	36

Religion / Belief	
Agnostic	14
Atheist	15
Baha'i	
Buddhist	4
Christian	42
Esoteric Tradition	*

Hindu	5
Humanist	
Jewish	
Muslim	6
No Religious Affiliation	174
Other	9
Pagan	4
Rastafari	
Sikh	
Prefer not to disclose / Blank	23

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	110
White English	9
White Irish	*
White Northern Irish	*
White Scottish	112
White Welsh	*
White Other	27
Mixed or Multiple ethnic groups	*
African, African Scottish or African British: African	*
Asian, Asian Scottish or Asian British: Bangladeshi	*
Asian, Asian Scottish or Asian British: Indian	9
Asian, Asian Scottish or Asian British: Pakistani	*
Asian, Asian Scottish or Asian British: Other	4
Caribbean or Black, Caribbean or Black Scottish, Caribbean or Back British: Caribbean	
Other Ethnic Group: Other	*
Prefer a term not listed	
Prefer not to disclose / Blank	7

Nationality	
British	
English	10
Irish	117

Northern Irish	*
Scottish	112
Welsh	*
Other	48
Prefer to not disclose / Blank	4

External Appointments 2023

There were 18 posts which were filled by external candidates.

* indicates the result was less than four

Disability	
Yes	*
No	17
Prefer not to disclose / Blank	

Marital status	
Married / Civil Partnership	6
Single	11
Separated / Divorced	
Widowed	
Prefer not to disclose / Blank	*

Age breakdown	
16 – 24	5
25 – 34	4
35 - 44	4
45 – 54	4
55 – 64	*
65 +	
Prefer not to disclose / Blank	
What is your sex?	
Male	7
Female	11
Prefer not to disclose / Blank	

Gender	
Same as assigned at birth	18
Trans Man	
Trans Woman	
Non-binary	
Agender / gender neutral	
Prefer a term not listed	
Prefer not to disclose / Blank	
Sexual Orientation	
Asexual / Aromantic	
Bisexual	
Gay, Lesbian or Homosexual	*
Heterosexual	16
Multiple Identities	
Other / Prefer a term not listed	
Pan or Polysexual	
Prefer not to disclose / Blank	

Religion / Belief	
Agnostic	
Atheist	*
Baha'i	
Buddhist	
Christian	*
Esoteric Tradition	
Hindu	
Humanist	
Jewish	
Muslim	
No religious affiliation	15
Other	
Pagan	
Rastafari	
Roman Catholic	
Sikh	
Prefer not to disclose / Blank	

Ethnicity (there were many categories against which to report, but detailed below are just those that were ticked)	
White British	7
White Scottish	10
White Other	*

Nationality	
British	7
English	
Irish	
Northern Irish	
Scottish	10
Welsh	*
Other	
Prefer to not disclose / Blank	

Staff Development Statistics

Every attempt is made to retain the training budget at healthy levels comparative to the economic circumstances. Within this budget the Park Authority has a policy of ensuring that any training need identified for an officer through the appraisal process will be prioritised, and typically staff can attend an average of up to four training events each year. Identification of training needs is based on individual work targets set for each year; competency levels to be attained by employees; employee career aspirations.

Currently our Human Resources (HR) database records training undertaken by all staff. The data is recorded by the names of staff and because our HR database records some, but not all the protected characteristics of staff, we can only report on a limited number of characteristics.

We do have data on the age and gender of each our employees, and work is currently taking place to interrogate this data to look at patterns and learn about our staff profiles and what this means for staff and the organisation. The approach currently being taken with these statistics is the standard we would like to achieve across data covering all of the protected characteristics.

Staff Development 2022

The data we already hold on staff training in 2022 can be reported as follows:

- 61 women and 48 men went on at least one training course in 2022. This represents 88% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	7
25 – 34	21
35 – 44	27
45 – 54	42
55 – 64	10
65+	2

The grade breakdown of training undertaken by staff in 2022 was as follows (with band A being the lowest grade/salary):

Band	No. Staff	% in Grade
Band A	2	66
Band A1	3	75
Band B	3	100
Band B1	9	82
Band C	19	86
Band C1	6	100
Band D	36	92
Band E	19	86
Band F	7	78
Band G	3	100
CEO	1	100

The training was split over the Directorates as follows:

Communications	6
Corporate Services	30
Nature and Climate Change	28
Planning and Place	45

Staff Development 2023

The data we already hold on staff training in 2023 can be reported as follows:

- 59 women and 34 men went on at least one training course in 2023. This represents 89% of the total number of staff employed in the year.

The age breakdown of staff who went on training was:

16 – 24	0
25 – 34	16
35 – 44	16
45 – 54	37
55 – 64	24
65+	

The grade breakdown of training undertaken by staff in 2023 was as follows (with band A being the lowest grade/salary):

Band	No. Staff	% in Grade
Band A	3	75%
Band A1	0	
Band B	1	50%
Band B1	4	27%
Band C	6	33%
Band C1	3	60%
Band D	41	100%
Band E	24	56%
Band F	14	67%
Band G	0	
CEO	0	

The training was split over the Directorates as follows:

Communications	16
Corporate Services	27
Nature and Climate Change	19
Planning and Place	31

Staff Development 2024

The data we already hold on staff training in 2024 can be reported as follows:

- 33 women and 23 men went on at least one training course in 2024. This represents 47% of the total number of staff employed in the year. Training in 2024 was paused due to the Scottish Government spending freeze that was imposed in October 2024. These stats clearly show the impact of this freeze. The only training that has been contracted in this time has been mandatory health and safety or continuous professional development (CPD) courses.

The age breakdown of staff who went on training was:

16 - 24	2
25 - 34	15
35 - 44	12
45 - 54	17
55 - 64	9
65+	1

The grade breakdown of training undertaken by staff in 2024 was as follows (with band A being the lowest grade/salary):

Band	No. Staff	% in Grade
Band A	1	17%
Band A1	4	100%
Band B	0	
Band B1	3	20%
Band C	15	63%
Band C1	2	40%
Band D	18	39%
Band E	11	41%
Band F	2	22%
Band G	0	
CEO	0	

The training was split over the Directorates as follows:

Communications	9
Corporate Services	17
Nature and Climate Change	10
Planning and Place	20

Appendix 3

Equal pay audit 2024

Executive summary

Across the organisation as a whole, there are 64 female staff and 48 male staff – so female staff make up 57% of the workforce. The overall average male hourly salary is £23.28, and the overall average female salary is £20.22 (the average hourly salary across the organisation is £21.53). This makes the mean gender pay gap 13.14%. This figure is higher than the Park Authority's 2023 Gender Pay Gap of 9.55%, as well as the 2022 figure of 12.49%, but represents an improvement on the figures in 2021 of 17.44%, 2020 of 17.92%, 2019 of 19.25%, 2018 of 20.20%, 2017 of 21.47%, and 2015 of 23.64%. This figure includes the CEO's pay. If we remove the CEO hourly pay, the mean gender pay gap is 10.93%.

If we use the median methodology to calculate the Gender Pay Gap, the figure is 4.55%. We do not have updated data for the mean Scottish pay gap, but statistics from the Office of National Statistics Survey of Hours and Earnings 2023 (November 2023) provides data on the median pay gap in Scotland, which is of 8.7%. So, the Park Authority's median pay gap is lower than the Scottish median pay gap, and also lower than the UK figure of 14.3%.

Background

An equal pay audit is designed to scrutinise all aspects of pay including profiles of the different grades and directorates across the organisation, as well as recruitment and promotion in order to highlight any areas where direct or indirect discrimination may be impacting on pay equality. The Park Authority is committed to conducting an equal pay audit as part of its approach to equalities, and we assess pay for gender equality on an ongoing basis.

The Park Authority has a robust and objective job evaluation system which is designed to eliminate all elements of potential discrimination in the grading of different jobs, but it is important that our processes are scrutinised to ensure that inequalities are not allowed to develop inadvertently. There may be socio-demographic reasons behind

differences in pay or variations in numbers of male or female staff at different grades within the organisation which acts to skew some results, but it is not sufficient to assume that this is the case. Hence, we undertake a detailed review to seek to understand our equal pay position as fully as possible

The gender pay gap is the difference between women's and men's average earnings. It is a complex issue and there is no definitive way in which to report a single figure which fully captures those complexities. There are typically two different methods to calculate the pay gap:

- The **median average gender pay gap** is calculated by finding the midpoint in all employees' hourly pay and discarding the lowest and highest rates of pay – such that half of the employees' earning will be above and the other half below the mid-point. The median is therefore not skewed by very low hourly pay of very high hourly pay. However, as typically men account for the majority of those with very high rates of pay and women account for the majority of those with very low rates of pay, the median can obscure some gendered differences.

- The **mean average gender pay gap** is calculated by adding all employees' rates of pay together and dividing by the total number of employees. It therefore includes the lowest and highest hourly rates of pay. International measure use the mean when calculating the pay gap which enables comparisons to be made with other countries. Guidance suggests that preference should be given to the mean, as it gives a deeper understanding of any pay gaps. This paper is based on the mean for the calculations across grade and directorate, but we have also provided the median figure for the overall pay gap.

Pay data of all staff in post on 30 March 2024 informed the gender pay gap calculation

Gender pay gap results for full-time and part-time staff

Of our total 79 staff who work full time, 35 are women, in comparison with 44 who are men. The full-time pay gap across the entire organisation (comparing women's full-time average hourly pay with men's full-time average hourly pay) is 14.41%. This is worse than last year's figure, which was 13.78%. Of the 35 full-time female staff, 46% are in the lower graded / paid bands A – C; 34% are in band D; and 20% are in the higher graded / paid bands (E - G). Of the 44 full-time male staff, 34% are in the lower paid bands; 27% are in band D; and 39% are in the higher bands. So, the majority of full-time

male staff are at the higher paid bands, where the majority of full-time female staff are in the lower paid bands.

33 staff work part-time. 29 of the organisations' part-time staff are female, and 4 are male. The average part-time female salary hourly rate is £20.40, which is lower than the average male part-time salary of £21.37, making the gender pay gap for part-time staff 4.52%, which is worse than last year's figure which was -14.16% (as a negative number, the gender pay gap indicates that male staff are paid lower than female staff in that grade). Of the lower graded posts bands A – C, there is one part-time male member of staff, but 10 part-time female staff; at the middle band D range, there are 14 part-time female staff, and two males; and at the higher salary bands E - F, five are female and one is male. There are more female part-time staff with a spread over the salary bands.

Average Hourly Salary Comparison
Full Time Vs Part Time (FTE Figures)

Numbers of Male and Female Staff
Full Time or Part Time Work
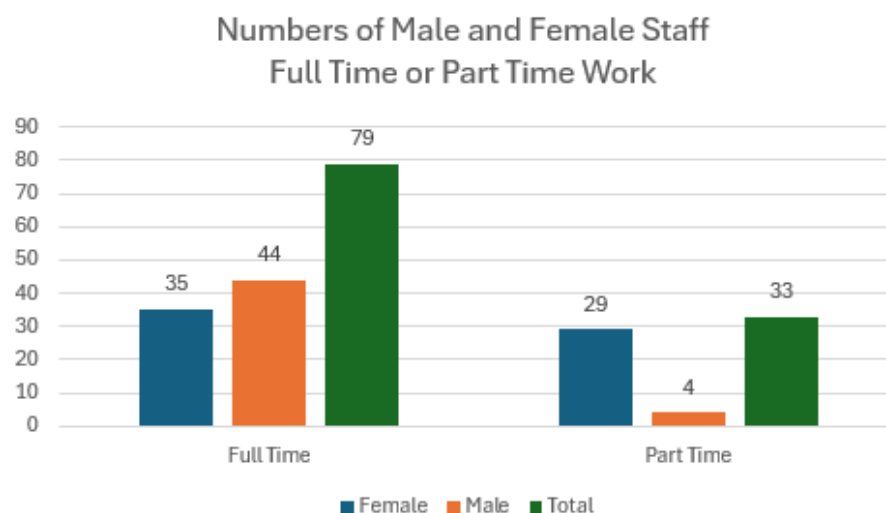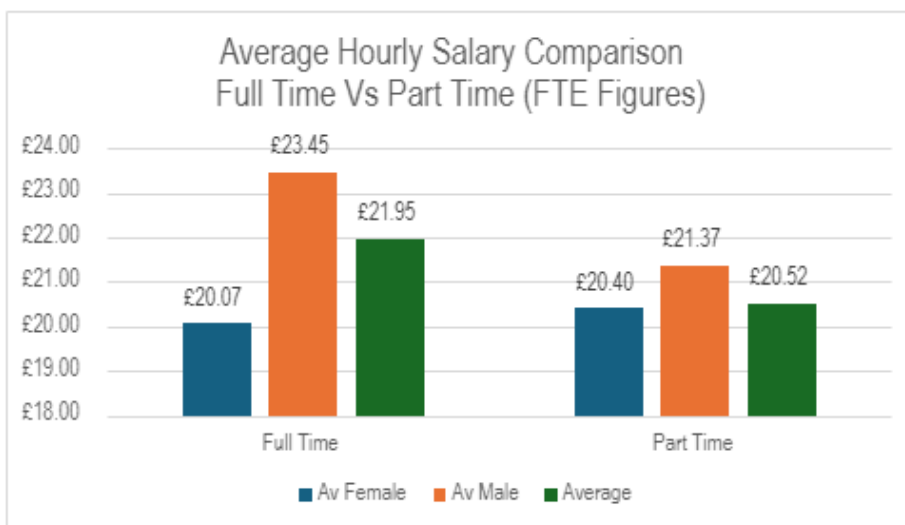
Results by grade

When someone is newly appointed to a role, they are typically appointed on the band minimum. Journey times are four years for staff at bands A and B, and six years for staff in bands C – G. Pay variances can therefore depend on length of service in a grade.

The Equal Pay Audit found that there were variances in salary average between male and female across the grades, with the female average higher than the male in some grades (bands B1, C, D); and lower than the male average in other grades (bands C1, E, F). There is no variance in salaries for male and female in Band B. There are no females at the highest paid band G.

Of the 36 staff in the lower graded bands A to C, 24 are female. There is a 15.99% pay gap at Band A, no pay gap at band B, -0.30% at Band B1, -4.05% at band C and 2.55% at band C1. Pay gap at band A is high, but this is due to the fact that of the four staff at this band, there is one male who due to length of service is near the band max, but there are three female staff, two newly appointed and therefore at the band minimum, and one with just over one year's service and therefore near the band minimum.

Band D is the largest band, with 40 staff, comprising 26 female staff and 14 male staff. This is a Policy Officer level of grade / pay. The gender pay gap for this grade is –2.44%.

Band E has nine female and nine male staff. Three of the male staff are on the band max, with one of the female staff on the max. The pay gap is 1.29%.

It should be noted that of the 30 management posts (bands E to G and CEO), 12 (40%) are female (this is unchanged from last year). This represents a static position for female staff in management posts. There has been some movement in these bands, which has involved male staff. The majority (75%) of senior management roles (F, G and CEO) are held by male staff, and this figure also remains the same as in 2023.

Results by directorate

An analysis of the salary levels by Directorate across the organisation showed that the average female salary was lower than the average male salary in all Directorates. Much of this difference appears to be due to the higher levels of female staff at admin or support officer levels within the Directorates, combined with significantly more males than females at the higher paid bands F and G across the organisation.

Average Hourly Salary by Directorate

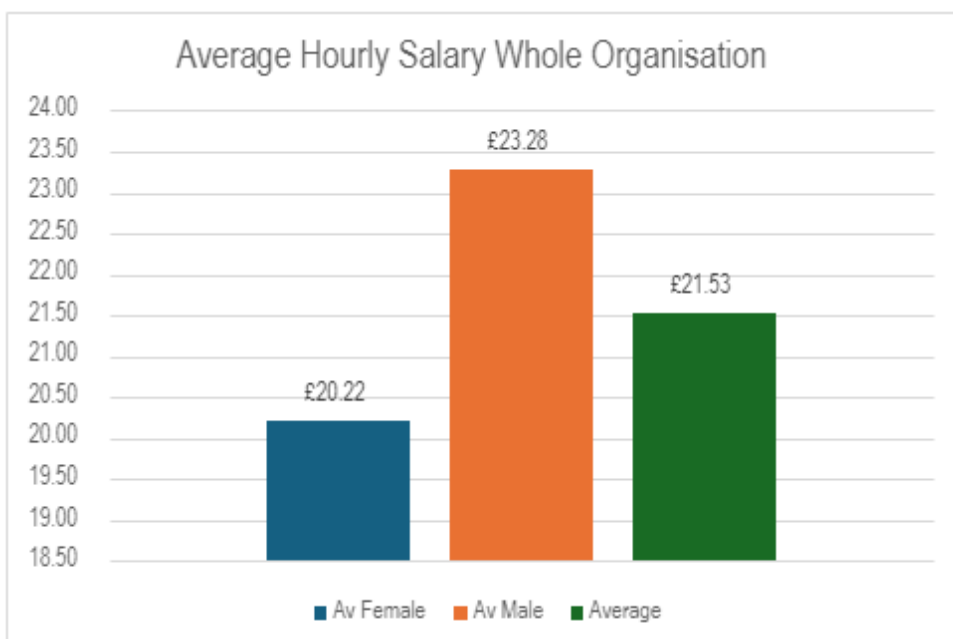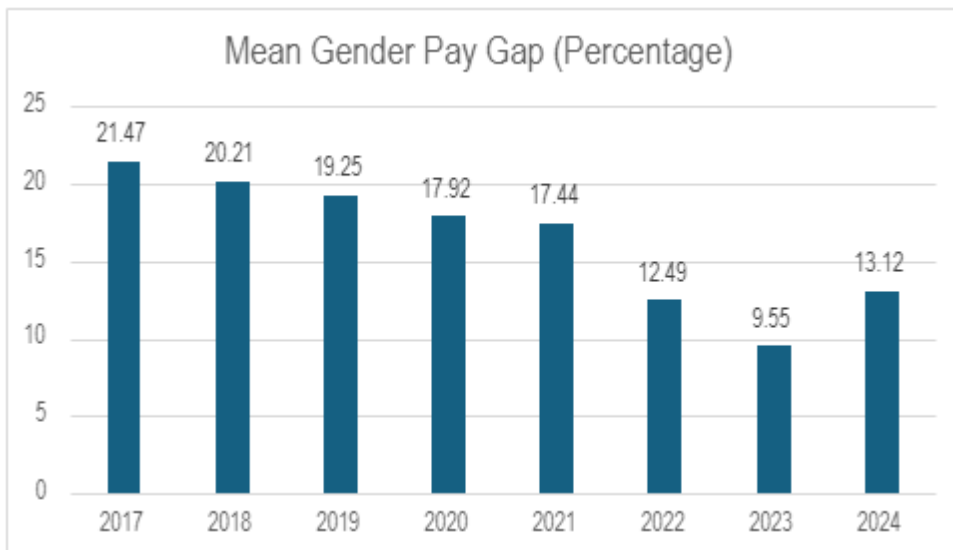Number of Female and Male Staff by Directorate
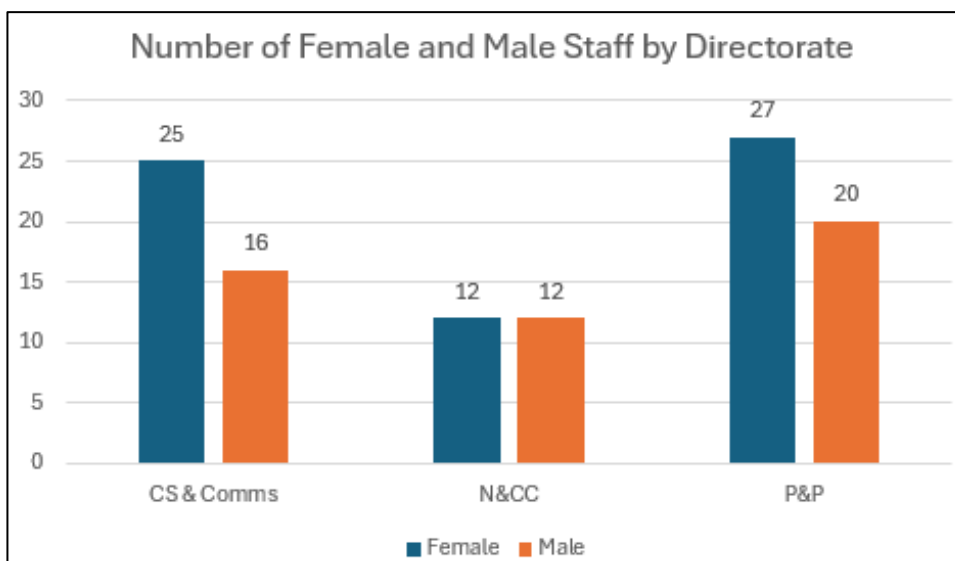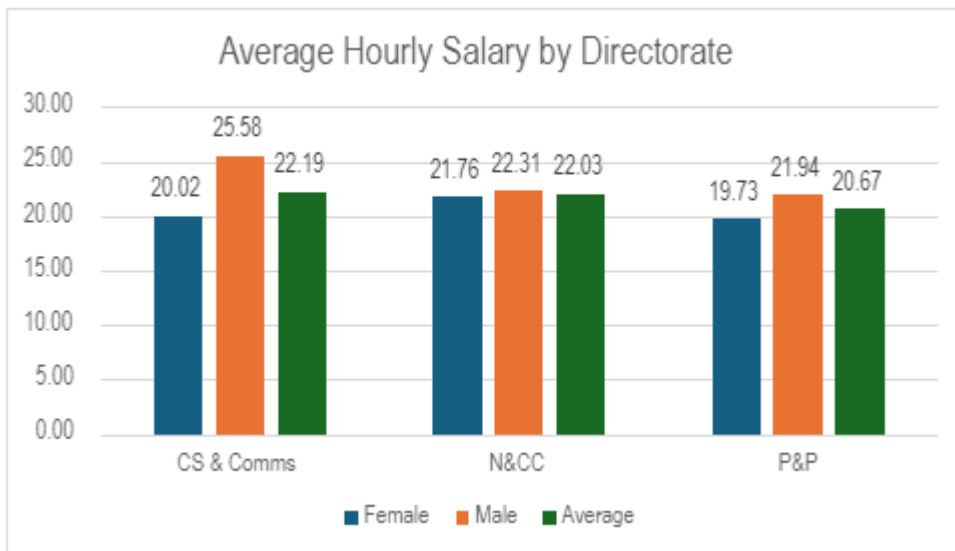
Overall organisational results

Across the organisation as a whole, there are 64 female staff and 48 male staff – so female staff make up 57% of the workforce. The overall average male hourly salary is £23.28, and the overall average female salary is £20.22 (the average hourly salary across the organisation is £21.53). This makes the mean gender pay gap 13.12% (and lower at 10.93% if you removed the CEO from the calculations). This figure is higher than the 2023 figure of 9.55%, and the 2022 of 12.49%, but lower than the preceding five years (2021 of 17.44%, 2020 of 17.92%, 2019 of 19.25%, 2018 of 20.20%, 2017 of 21.47%, and 2015 of 23.64%. The gender pay gap result whilst an increase on the

previous two years, does show an ongoing overall downward trend, with a 10% reduction in gender pay gap since 2015.

If we use the median methodology to calculate the Gender Pay Gap, the figure is 4.55%. This is an increase on the figures from 2023 of 2.92% and 2022 of -5.47%, but a reduction on the 2021 figure of 5.9%, 2020 of 10%, 2019 of 15.25%, and 2017 of 15.87%. This figure is also significantly lower than the 2023 Scottish Median Pay Gap of 8.7%, and the UK median pay gap of 14.3%.

Mean Gender Pay Gap (Percentage)

Year	Value
2017	21.47
2018	20.21
2019	19.25
2020	17.92
2021	17.44
2022	12.49
2023	9.55
2024	13.12

Average Hourly Salary Whole Organisation

	Value
Av Female	£20.22
Av Male	£23.28
Average	£21.53

The statistics suggest a significant increase in the mean pay gap generally. But the analysis of the data presented in the table below actually highlights that the gender pay gap is negative across three grades – eg female hourly rate is higher than the male hourly rate. There is a marginal pay gap at bands C1, E and F, where the male hourly rate is slightly higher than the female rate, with an increasing pay gap at band A. However, at band G pay, representing the highest paid staff there are no female staff at this grade. As such, given there are no comparators to draw on there is no statistical pay gap at this grade, but when the grade is included in the total organisational pay gap, it has the effect of distorting the overall gender pay gap, and actually masks the fact that across all other pay bands, the organisation is doing pretty well.

2023/24	
Grade	Pay gap
A	15.99%
B	0%
B1	-0.30%
C	-4.05
C1	2.55%
D	-2.55%
E	1.29%
F	3.48%

Recruitment statistics (January to December 2023)

In 2023, a total of 26 roles (37 posts) were advertised, with 30 posts recruited. The majority of posts were advertised internally in the first instance. Two posts were not appointed, with five of the posts being appointed in 2024.

There were 19 internal applicants with 12 internal appointments. Of the 19 applicants, eight were female, 11 were male and of the internal appointments four were female and eight were male.

In 2023, of a total of 296 external applicants there were 147 (50%) female and 146 (49%) male applicants with one preferring a term not listed and two not disclosing. Of the 18 posts appointed through the external round, 11 were (61%) female and seven (39%) were male.

So, looking at overall totals, there were about the same number of female applicants (155) to male (157). The number of female to male appointments was also the same; female 15 (50%), male 15 (50%).

An analysis of the recruitment data highlights the following:

- There were more female appointments to the lower graded band A posts than before – band A now has three female staff.
- In the last year, there have been an equal number of female / male appointments at band B1 (seasonal ranger level)
- Band C included three male appointments and two female appointments
- There were three female appointments at band D and one male
- There were two male appointments at band E

As part of our commitment to our Equality Outcomes regarding improving the diversity of our staff makeup and increasing the number of women at senior positions, we have continued to take the following actions:

- At recruitment we have reduced the number of essential criteria to ensure those that remain are indeed essential (research has indicated that women are less likely to apply for positions if they do not meet all the essential criteria). All job descriptions have to be approved by the HR team, who will robustly challenge the perception of the necessity for each essential criterion.
- Most posts are now advertised with the potential of being part time or job share.
- The recruitment page of the website provides links to all our equality policies, like the menopause policy, support for pregnancy loss policy etc.
- All recruitment panels contain male and female members.
- Recruitment advertising has been revamped to highlight the benefits of flexible working.
- Recruitment advertising includes narrative to encourage applicant diversity.
- We are supportive, when possible, of secondment opportunities.
- We removed core hours, adopted a hybrid working policy and have significantly improved remote accessibility to IT facilities.
- Ongoing review of organisational structure with more policy positions being developed at lower grades, which were traditionally where only "admin" roles, more heavily slanted towards women were graded. There are now more male staff in lower graded post than there have been historically.

Conclusions from the audit

The Park Authority jobs are evaluated to determine which band they should be placed in, and most staff start at the bottom of the band, progressing by annual progression

awards to the top of the scale. The potential for all forms of inequality is thus reduced by the fact that jobs are objectively evaluated and salaries allocated according to the job content rather than the person. There is still potential for inequality within evaluation systems, such as the weighting given to particular types of work – for example, caring tasks have often attracted a lower weighting than manual labour in the past, which indirectly favours more men than women. The Park Authority evaluation system has been designed and equality impact assessed to ensure this type of discrimination does not happen within the Park Authority.

The Park Authority has a number of policies designed to ensure that male and female members of staff have equal access to career progression. Male and female staff are given support in managing childcare commitments and other work life balance issues to enable them to work effectively at any level of the organisation. We have a range of part time, job-share, annualised hours and hybrid working arrangements which have been accessed equally by men and women across the organisation.

Whilst the gender pay gap has increased in 2024, it is still broadly improving in the time since we started reporting on this data, and we are starting to see the impact of the interventions implemented to support the Equality Outcomes of ensuring there is a gender balance in the senior positions. However, we cannot become complacent and recognise that continued work and monitoring must be an organisational priority going forward. The Equality and Advisory Forum will play a key role in scrutinising, challenging and supporting this action.

Appendix 4

Occupational segregation

Occupational Segregation

By gender (as per equal pay audit data of 31 March 2024)

Grade	Grade description	Female	Male
A	Reception / admin assistant	3	1
B	Admin / finance officer	1	1
B1		5	4
C	Technical / snr admin / policy officer	15	6
C1		2	4
D	Policy officer / supervisor / first level management	26	14
E	Management / technical specialist	9	9
F	Manager of managers / heads of service	3	5
G	Directors and CEO	0	4

By race (as per equal pay audit data of 31 March 2024)

Grade	Grade description	White British	White Scottish	White other	Black / Asian	Other	Information not provided
A	Reception / admin assistant	2	2				
B	Admin / finance officer		2				
B1		5	2	1			1
C	Technical / snr admin / policy officer	8	10	1		1	1
C1		3	2			1	

D	Policy officer / supervisor / first level management	18	10	3		2	7
E	Management / technical specialist	8	6	1			3
F	Manager of managers / heads of service	3	3				2
G	Directors and CEO	2	2				

By disability (as per equal pay audit data of 31 March 2024)

Grade	Grade description	No disability	Disability declared	Information not provided
A	Reception / admin assistant	3	1	
B	Admin / finance officer	1		1
B1		7	2	
C	Technical / snr admin / policy officer	15	5	1
C1		5	1	
D	Policy officer / supervisor / first level management	26	7	7
E	Management / technical specialist	12	3	3
F	Manager of managers / heads of service	5	1	2
G	Directors and CEO	4		

Appendix 5

Progress Report on Equality Outcomes 2021 – 2024

Outcome 1 - Progress report

Outcome 1: Our workforce will become more diverse. We will have more women in senior positions in the organisation and will have an increased number of minority staff working for us (specifically with relation to sexual orientation, disability and ethnicity). Led by Kate Christie, Head of Organisational Development.

Evidence 2020

Staff equality data indicates that our workforce is typically white, Scottish. Average age is 45 - 54. Very low / no indication of ethnic minorities, very low numbers identify as LGTBQ+ with 92% identifying as heterosexual, 94% do not have a disability. Recruitments statistics indicate a balance of female and male applicants, no transgender applicants, very few applicants in the 55+ age category, significantly low numbers of applicants with a disability, majority are unmarried, majority identify no religion, significant majority are heterosexual, white Scottish.

Headline update December 2024

There are still 12 women out of 30 management posts, which is an improvement on the 2021 benchmark. There has been an increase in the number of LGBT staff working for the Park Authority, moving from 5% of staff in 2021 to 7% in 2024. There has been a significant increase in the number of staff with a disability, from 5% in 2021 to 18% in 2024. Despite work to increase the number of ethnic minority staff, these figures have not changed, although our recruitment stats indicate an increase from 0.4% in 2020 to 6% Black, Asian, Ethnic minority applicants.

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
Assessing the reach we have as an organisation in terms of recruitment, and taking practical steps to extend that reach, understand how we are perceived by certain equality groups as an	People across all equality's characteristics are confident applying to jobs with Cairngorms National Park	Increase in the number of applications (from the 2020 baseline) from:	All, with specific focus on black, Asian and minority ethnic (BAME), LHTBQ+,	Cairngorms National Park Authority human resources team	Staff Data • Staff numbers have increased by 42% from 2020 to 2024. As such, increase in numbers may show little increase in percentages. • Number LGBT staff has doubled, but the percentage	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
employer, how we present ourselves externally and what people's experience is of the recruitment process and beyond to development and progression. Practical step to achieve this include the following:	Authority, want to work for the Cairngorms National Park Authority and see the Cairngorms National Park Authority as an inclusive employer.	BAME applicants LGTBQ+ applicants, disabled applicants. Increase in the number of appointments across BAME, LGTBQ+, disabled applicants.	Disability, gender, transgender.	Equality Advisory Forum	increase is marginal (6% to 7%) • Big increase in number of staff with a disability (6% up to 18%). • No change in number of Black and Asian ethnic minority staff Recruitment Data • Number LGBT applicants has increased (8% to12%) • Little change in number of applicants with a disability (5%/6%), though there was a significant increase in 2022 (16%)	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
		Increase in the number of female appointments at senior levels (baseline is 2% Senior Management Team (SMT) is female).			• Marginal increase in number of BAME applicants	
Scrutinise job descriptions of vacant posts to ensure all the essential criteria are indeed essential.					All job descriptions are scrutinised by the human resources team prior to evaluation. We have generally removed the requirement for a degree, unless this is deemed by the line manager to be absolutely essential, which is only happening in the minority of cases. We are also removing the requirement for a drivers licence for jobs that can be more desk based.	
Ensure all posts are advertised with the					We have challenged our managers to move away from the default	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
potential of being part time or job share.					position that all posts should be full time. 90% of posts that are still considered to be full-time are now advertised on the basis that part time hours of 30 hours / week will be considered. They are also advertised as a job share option.	
Recruitment advertising should highlight support for home working.					All jobs are advertised as being able to benefit from flexible working. We have adopted a hybrid working policy whereby the default position is that staff can work 50:50, home:office based, and this is included in recruitment advertising.	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
Recruitment application packs should contain information about childcare and accommodation provision in the area.					We have amended our website "working for us" landing page, where all our EDI policies are published, as well as benefits eg around flexible and hybrid working. We have not been able to promote details about childcare and accommodation providers as both are very limited in supply.	
Recruitment advertising should be targeting minority equalities groups.					Our recruitment advertising includes the following at the very start of all adverts: Cairngorms National Park Authority is an inclusive organisation, and we welcome applications from everyone	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
					irrespective of sex, sexual orientation, gender identity, race, religion and belief, pregnancy and maternity, relationship status, disability, age and social class. We particularly welcome applications from individuals from black, Asian and minority ethnic communities, disabled and LGBTQ+ communities, as they are under-represented in the environment sector. We state also that we are disability confident committed	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						employer, if you are an applicant with disabilities who meets the essential requirements of the post, we will interview you. In all circumstances Cairngorms National Park Authority appoints on merit-based evidence the applicant supplies in meeting the essential criteria for the post. We have targeted a few internship posts to be recruited via Black Professionals UK and through this, appointed two interns

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
Recruitment advertising should include testimonials from staff who represent minority groups.					Not yet actioned.	Carried forward to Outcome 1 2025 - 2029
Survey staff recruited in the last two years to assess their views about the interview process in terms of inclusion.					We have informally surveyed new staff who have indicated that the key part of our interview process that has highlighted inclusion is that we post the questions in the chat function for all virtual interviews. This has been particularly appreciated by neurodiverse staff and is a practice	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
					we will continue for all virtual interviews.	
Work with Inclusion Scotland to support internships from the disabled community.					In 2021, we recruited an intern through Inclusion Scotland. The internship lasted 10-months to May 2022 and gave staff a valuable opportunity to learn more about the intern's experience of disability. It also helped us reconsider some of our practices to ensure inclusivity. This was an effective model, and we are hoping to repeat it in 2026.	
Work with other equalities groups (eg					We have a partnership agreement with Black Professionals UK and	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
Backbone) to develop support for internships from other minority groups.					have targeted a few internship posts to be recruited via Black Professionals UK and through this, appointed two interns in 2023 and 2024. We have a partnership with the Rainbow Enterprise Network and have achieved LGBT Charter accreditation	
Support the work of Backbone on the Changing Landscapes – Actioning Change Symposium.					Cairngorms National Park Authority has been an active partner in the symposium and	Our partnership focus in this period has been with BPUK

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
					also provided part funding towards it.	
We will encourage a higher staff uptake of reporting on Equalities data: practical steps include:	Staff representing minority groups will feel supported and listened to by the organisation. They will feel included and understood, and comfortable with being	Disclosure from majority staff representing minority groups.	All	Cairngorms National Park Authority human resources team.	In 2020 response rate to staff equalities monitoring survey was 69%. It was 74% in 2021, 68% in 2022, 78% in 2023, and 89% in 2024. So, there has been a steady increase which aligned with the introduction of PeopleHR – and cloud based self-serve HR portal.	
Implement new human resources software whereby equalities data can be self-updated.				Equality Advisory Forum	New human resources software was installed in March 2021. This has increased reporting stats, and also the accuracy of them. In addition, in 2022 we installed WebRecruit, an electronic	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
	open about the groups they represent. They will feel that they have the same opportunities as all staff.				applicant tracking system for all our recruitment activity and we have identified that this has resulted in more accurate applicant reporting of equalities data.	
Ensure all staff feel that their working environment is a safe environment for disclosure.					We have signed up to the LGBT Charter and achieved accreditation at Foundations level in May 2024. This has definitely had a positive impact on disclosure and in terms of showing allyship for LGBT staff, and in fact we have been told informally that this accreditation shows that we welcome ALL minority groups. We have invited	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
					staff to display their pronouns and wear their ID badges on rainbow lanyards and have feedback from minority staff who said this visibility made them feel very welcome. We have also refreshed the internal equality, diversity, and inclusion advocacy group and promoted that fact that we welcome underrepresented staff on this group, and we have implemented a few tools to ensure that the group is a safe space to discuss lived experience.	

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
We will seek to engage with minority staff groups to identify barriers to disclosure, and how we might overcome those barriers.						Partly being actioned both through the internal equality group and the LGBT Charter, but there is still more to be done in this regard.
We will seek to ensure that all our staff welcome diversity in the staff group by:	Staff are comfortable with a diverse workforce, champion diversity and challenge incidents that seek to undermine	100% staff and Board trained in equalities, unconscious bias and having appropriate conversations	All	Cairngorms National Park Authority human resources team		
We will proactively drive improved knowledge and understanding of equalities through progressive and engaged						Comprehensive on-site training was procured in 2022, and delivered in 2022 and 2023, with very positive feedback. This was supplemented by LGBT training delivered as part of the LGBT

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
equalities training and ally-ship programmes.	such diversity within the workforce.	around diversity. 100% management and Board trained in allyship.		Equality Advisory Forum		Charter journey. All staff are also required to do the on-line (ELMS) EDI training courses we subscribe to through the Learning Pool, which includes a course about supporting neurodiverse colleagues.

The organisation has signed up with Somewhere: for us and their Rainbow Enterprise Network, as well as BPUK and is now publicly an ally organisation. |

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
We will establish an internally focussed equalities strategy and will set up an internal equality advisory group to support work to ensure equalities is embedded in all staff policies and procedures.					The group has now been established and actively informs all our equality work. We have now to focus on developing an equalities strategy, to implement alongside our equal opportunities policy and LGBT action plan.	The group was refreshed in 2025, and the Terms of Reference amended. It is now a more active and proactive group that is led from the bottom up, rather than top down. This group

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						has informed the development of all our Equality, Diversity and Inclusion (EDI) policies, which most recently included the Dignity at Work and Equality, Diversity and

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						Inclusion Policies.
We will Incorporate equality and diversity metrics into performance reporting on an annual basis to ensure actions are driven by senior management.					Still to action	This has not been actioned and will form part of the action plan for equality outcome 1 2025 – 2029.

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						However, SMT do now get sight of the minutes of the internal equality group, and it has been agreed that the board's Resources Committee will get an annual report of equality activity. This

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						will commence in 2025
We will set up peer networks, eg for young people (18 – 30); women, carers, LBTPQ+ staff etc, and where numbers are low, will seek to align with such networks within similar partner organisations.					Our neurodiversity policy allows for peer support. We are in discussion with NatureScot regarding inclusion of Park Authority staff in their peer networks.	The organisation migrated to SharePoint in 2024 and MS teams, and we now have MS teams support groups for Menopause, Carers and staff with

Action	Aim / output	Target	Equality group	Lead partners	Progress report 2021-2023	Progress Report 2023 - 2025
						immune deficiency, and neurodiverse staff.
We will establish a mentorship programme, which will support people seeking development within the organisation.					Still to action	This will be taken forward through the action plan for Outcome 1 2025 - 2029

Outcome 2 - Progress report

Outcome 2: Promoting and celebrating a national park for all visitors (led by Colin Simpson, Head of Visitor Services and Active Travel).

Evidence

Current UK data indicates a national social split ABC1 53% C2DE 47% (C2 is skilled manual occupations, D and E are semi-skilled and unskilled manual occupations, unemployed and lowest grade occupations. AB describes higher and intermediate managerial, administrative, professional qualifications, and C1 is supervisory, clerical and junior managerial, administrative professional occupations) but visitor survey data for Cairngorms National Park indicates fewer, but increasing numbers, of visitors from the latter group. This data also indicates Cairngorms National Park receives fewer, but again increasing, visitors from black and ethnic minority groups than the national average – see targets below. Cairngorms National Park data collected from five yearly, 12-month visitor survey conducting 2,500 face to face interviews around the National Park.

Action	Aim / output	Target	Equality group	Lead partners	Progress Report 2021 - 2023	Progress Report 2023 - 2025
Preferentially promote outdoor experiences that free and low cost	Increase the percentage of visitors from C2 D	**Increase closer to National 53%:47%**	All	Cairngorms Business Partnership	No further quantitative data on percentage of visitors from different groups - measurement	The 2024/25 Visitor survey summer report shows a decline in the

and work with businesses to support programmes encouraging people to experience the National Park from C2DE backgrounds.	and E social groups	**2020** ABC1 70% C2DE 27% **2015** ABC1 75% C2DE 18% Note: Data not 100% because not all interviewed would respond.		Cairngorms Tourism Partnership Ranger services	is from five yearly Cairngorms visitor survey – next in 2024. Cairngorms National Park Authority has bought into Scottish people and nature survey (SPANS) from 2023 to get more frequent data in future. Rangers organised six "our natural heritage" days with 107 participants. Travel grants used to support people accessing the National Park.	numbers from C2 D and E social groups **2024** ABC1 79% C2DE 17% **2019** ABC1 75% C2DE 22% Rather than showing a decline specific to the Cairngorms this is likely to reflect reduced levels of travel due to cost-of-living factors that disproportionately affect lower income

						groups. This has been observed nationally - eg as indicated in the Scottish Tourism Index.
Promote experiences that are accessible to black and ethnic minorities.	Increase the percentage of visitors of black and ethnic minorities to the national 4%.	**Increase closer to National 4%** **2020** BEM 2.4% **2015** BEM 1.0%	BAME	Cairngorms Business Partnership Cairngorms Tourism Partnership Backbone Ranger services	Quantitative data on percentage of visitors from different groups is mainly from five yearly Cairngorms visitor survey – next in 2024. In a one-off survey of visitors in 2022 as part of Capercaillie project 95.4% were white with 4.6% BEM. Activity with Black Adventure Scotland (planning underway)	The 2024/25 Visitor survey summer report shows no change from 2019 **2024** White 97% BME 3% **2019** White 97% BME 3% The Scottish People and Nature Survey (SPANS)

					and Backbone (already delivered) to give ethnic minorities, refugees, and asylum seekers opportunities to experience the National Park. Overall outreach activity with disadvantaged groups in 2022 involved 159 adults and 78 children.	undertaken by NatureScot included an additional question in 2024 allowing Cairngorms specific responses to be measured which showed: White 89% BME 11% When compared with the national sample of 93% white and 5% BME this shows higher than average BME visits to the Cairngorms.

						Activity with Black Adventure Scotland shown for 2021-23 continued.
Promote a wide range of experiences that are accessible to people regardless of ability.	Increase number of visitor opportunities for people with disabilities.	**Increase the proportion of visitors with a disability from 9% (2020) to 13%**	Disability	Cairngorms Business Partnership Cairngorms Tourism Partnership Ranger services	Quantitative data on percentage of visitors from different groups is mainly from five yearly Cairngorms visitor survey – next in 2024. In a one-off survey of visitors in 2022 as part of Capercaillie project 23% stated they had a health condition (13%) or disability (12%). Cairngorms Business Partnership working with Euan's guide and Visit Aberdeenshire	Cairngorms Visitor survey question wording changed so results are not directly comparable. 4% of respondents reported a health condition compared to 9% reporting a disability in 2019 SPANS 2023/24 showed 30% of people surveyed reporting they have a health condition.

					event support businesses in offering more experiences suitable for those with a disability. Cairngorms National Park Authority volunteer rangers helped support the provision of activities for those with a disability at the 2022 Able2Adventure activity day. Cairngorms National Park Authority has and continues to invest in bringing more paths up to all abilities standard.	Cairngorms National Park Authority volunteer rangers helped support activities for those with a disability at a further Able2Adventure activity day in 2024. Cairngorms National Park Authority has and continues to invest in bringing more paths up to all ability's standard as well as opening 2km of new

						accessible path at Braemar in 2024.
Promote a wide range of experiences that are accessible to people regardless of age	Increase number of visitor opportunities for young people.	**Increase the percentage of young and older people visiting from baseline of 16 – 34 years 22% (2019 / 2020) 65+ 18% (2019 / 2020) Further data on youth engagement required.**	Young people	Cairngorms Business Partnership Cairngorms Tourism Partnership Ranger services Cairngorms National Park Authority Visitor experience team	No further quantitative data on percentage of visitors from different groups - measurement is from five yearly Cairngorms visitor survey – next in 2024. Cairngorms Business Partnership winter campaign undertaken in 2022/23 aimed at those not tied to school holidays ie younger & older age groups. Largest single group targeted with social media element was 25-34.	Visitor survey figures show an increase in the proportion of young people visiting the National Park **2024** Age 16-34 – 22% **2019** Age 16-34 – 19% However the proportion of older visitors declined **2024** Age 65+ – 18% **2019** Age 65+ – 20%

				Young Scot		(Figures are from summer only as full year report not yet complete).

Outcome 3 – Progress report

Outcome 3: Ensuring and enhancing more inclusive access to nature (led by Sarah Henshall, Head of Conservation)

Evidence of need

a)   Anecdotal evidence and feedback from providers indicate that attendance at nature-based activities and events, biological recording and conservation volunteering typically has little representation from BAME communities, people with mental and physical health disabilities and those in the socio-economic brackets C2 / D / E.

b)   None of our volunteer rangers identify as an ethnic minority, 2% identify with a disability, and more than 50% have household incomes above £25,000.

c)   Data gathered at Cairngorms Nature BIG Weekend events is very limited. No respondents identify themselves as from BAME communities, 7.2% consider themselves disabled, half of whom consider their disability being mental health. There is no data on sexual orientation, socio-economic classification.

Action	Aim / output	Target	Equality group	Lead partners	Progress Report 2021 - 2023	Progress Report 2023 - 2025
Gather more socio-economic data from attendees at nature-based events.	We understand more about hard-to-reach groups' interaction with nature.	Baseline data increased participation in wildlife groups, volunteering, and recording increased attendance at events 10% of BIG w / e and ranger events targeted at inclusion groups.	All	Cairngorms National Park Authority Ranger services Cairngorms Nature BIG weekend partners environmental volunteering and biological recording organisations	Cairngorms Nature Big Weekend (CNBW). Cairngorms Nature Festival (CNF) Cairngorms Nature Big Weekend (CNBW) was online in 2021 due to Covid. 2022 it was back in person. Feedback was collated but did not collect socio economic data other than where the respondents lived.	In 2023, baseline equalities data was gathered from over 150 people that completed a feedback survey after attending the Cairngorms Nature Festival. In 2024, 480 visitors participated in a survey about their nature-based experiences in areas of the National Park where the

						In 2023 the CNBW has evolved into the 10-day Cairngorms Nature Festival, the opportunity to gather equalities information will be considered when gathering feedback and evaluation.	Cairngorms Capercaillie Project has delivered work to improve experiences in nature. The survey included demographic questions consistent with those used in other Park Authority surveys.
Improve understanding of target groups' needs, aspirations and barriers through face-to-face interviews,			BAME communities C2 / D / E communities People with mental and physical			Need to develop this work area further. This year through the Cairngorms Nature Festival we are working with refugee groups and Homestart Highland.	21 new event partners joined the Cairngorms Nature Festival in 2023, enabling improved understanding of target groups' needs, aspirations and barriers at the event

| surveys and focus groups. | | | health disabilities | | We are communicating with these groups to establish their interests, barriers, and needs. | planning stage. This resulted in many drop-in events that allowed people to come and go at their convenience and 23 that did not require pre-booking. 31 events were listed as having wheelchair access, and there were six events specifically for people with disabilities.

As part of Cairngorms 2030, 7 communities and 400 residents and |

						visitors have been shaping decision-making processes about land use in the National Park, to enable wider involvement in future. This has enabled improved understanding of target groups' needs, aspirations and barriers.
Recruit and support Cairngorms nature ambassadors by facilitating access to	People from target inclusion groups feel welcome and at ease being part of		All		Yet to be fully developed. One of our partnership projects Rare Invertebrates in the Cairngorms has species champions	Projects including Cairngorms Rare Plants and Wild Connections, the Cairngorms Capercaillie Project, and Rare

nature-based experiences in the National Park and providing support to share those experiences amongst peer groups.	nature-based activities.				that promote and deliver activities and provide opportunities for groups to experience and help conserve some of our rarest insects at iconic sites in the Cairngorms.	Invertebrates in the Cairngorms, have all been recruiting and supporting people to access nature, including people from target inclusion groups. The Cairngorms Capercaillie Project, for example, worked with Project Scotland to recruit and support young people between 16 and 30 to access nature-based experiences to help them achieve their

						goals and get on in life.
Provide training and skills development opportunities for people from target inclusion groups					Not yet actioned	In 2023, 25 events enabling training and skills development were delivered through the Cairngorms Nature Festival. Working with Project Scotland the Cairngorms Capercaillie Project provided three 10-week volunteer placements for 16 – 30-year-olds, working with the project Ranger to

						develop skills and knowledge in nature conservation.
Showcase activities that involve inclusion groups.					Through partnerships with Able2Adventure, Nature4Health, Badaguish and Alzheimer Scotland, the Cairngorms Nature Festival offers tailored activities for inclusion groups, including people with disabilities, refugees, and older people. Paddling with Pride was featured in Cairngorms Voices. The group is part	A new website was launched in 2023 to serve as an information hub for the Cairngorms Nature Festival allowing events to be easily searched using a range of criteria including: wheelchair access, toilets, family friendly and free events. On each event page, public transport and full accessibility information is

					funded by [Cairngorms Youth Local Action Group fund via the Cairngorms Trust](#). It offers people from the LGBT community in the National Park (and further afield) a safe and social space to meet up, get out on the water, learn new skills and generally, have a lot of fun. Session are held at Loch Morlich.	displayed, including any hidden costs such as parking fees, and many provide a specific contact email address for specific accessibility enquiries. Through ongoing partnerships, including with Able2Adventure, Nature4Health, and Badaguish and Alzheimer Scotland, the Cairngorms Nature Festival offered new tailored activities for a range

						of inclusion groups, for example, working in partnership with Nature4Health the Festival included a hike up Meall 'a Bhuachaille and lunch at Ryvoan Bothy for 31 refugees.
Tailor events in CNBW and ranger programmes specifically to meet the needs of inclusion groups.	There are lots of opportunities for people from a wider range of backgrounds to get involved in conservation		BAME, C2 / D / E, mental and physical health.	Cairngorms National Park Authority Ranger services	CNBW was online in 2021 due to Covid. 2022 it was back in person, of 74 events four were specifically targeted for people with disabilities. Canoeing for disabled young people, paddle	Over 50% of the events and activities in the 2023 Cairngorms Nature Festival were free of charge, and almost all were low cost. Many events were drop-in events that allowed people to

| | and nature related activities. | | | | boarding for disabled young people, off road wheelchair walks, hill walking for autistic adults.

The programme for the Cairngorms Nature Festival 2023 is still in development but there are currently six events specifically for inclusion groups, with at least two more planned, including: handcycling for disabled adults | come and go at their convenience and 23 did not require pre-booking. 31 events were listed as having wheelchair access, and there were six events specifically for people with disabilities, including handcycling for disabled adults, inclusive canoeing for disabled families, adaptive biking and off-road wheelchair taster sessions, outdoor climbing for adults with disabilities and |

					inclusive canoeing for disabled families adaptive biking and off-road wheelchair taster sessions outdoor climbing for adults with disabilities guided adaptive biking for disabled families The new Cairngorms Nature Festival website allows events to be easily searched using a range of criteria including wheelchair access, toilets, family	guided adaptive biking for disabled families.

					friendly and free events, and on event pages public transport and full accessibility information is displayed, including any hidden costs such as parking fees.	
Subsidise transport costs for people to get to outdoor events and take nature-based activities indoors for those who can't get out.			C2 / D / E, people with physical and mental health disabilities		For some of the key inclusion events with this year's Cairngorms Nature Festival we are including transport for groups to attend. Cairngorms National Park Authority travel grants used to	The Cairngorms National Park Authority's Outdoor Learning travel grant continues to help overcome financial barriers to accessing the outdoors, offering schools and community groups

					support travel to the National Park – 10 offered in 2021/22 and 22 in 2022/23. Additional funding for school trips and ranger events held in schools.	from across Scotland up to 75% transport costs, up to £200. In 2023/24 a total of 47 grants were awarded totalling £12,800 across 35 primary schools, 10 secondary schools and two voluntary groups. In 2024/25 a total of 34 grants have been awarded totalling £8,727 across 19 primary schools, 12 secondary schools and three voluntary groups.

Develop partnerships with support workers and carers to build relationships and provide safe, supportive environments.					Bringing nature indoors. Working with care homes in our local community to bring nature indoors by creating an outdoors nature experience indoors, an indoor walk in nature, through images, soundscapes and tactile items in a dedicated area of the home. Through Heritage Horizons; Cairngorms 2030 the UK's first Outdoor Dementia Resource Centre has been	Since opening in April 2023 in partnership with the Park Authority, Alzheimer Scotland's Outdoor Dementia Resource Centre at Badaguish has welcomed 700 attendees, including 509 people living with dementia and 191 carers or healthcare professionals, all of whom have taken part in over 150 nature-based activities at the Centre.

					developed. Enabling people living with dementia and their family and carers to experience the mental and physical benefits of spending time outdoors.	
Support local wildlife groups' engagement with the wider community.			All		Groundwork started on this. Reached out and made contact with six wildlife groups in Cairngorms National Park to understand their motivations, aspirations, current activities, and methods of engagement.	The Cairngorms Capercaillie Project, led by the Park Authority, aimed to empower communities through a Community Action Planning model, fostering community-devised action plans in support of capercaillie. As part

					Establishing how we can support these groups to develop and engage more widely.	of the project's evaluation in 2024, the project was commended by stakeholders for mediating win-win outcomes, fostering a positive culture shift through the Community Action Planning model, and creating a dynamic, opportunistic, and inclusive environment. Learning from the project is now being actively applied to wider work within the Park Authority,

						including the development of the next Cairngorms Nature Action Plan.

Outcome 4 – Progress report

Outcome 4: More equality groups participate in Cairngorms National Park Authority led consultations and stakeholder forums / groups to influence decisions made in relation to the management of the Cairngorms National Park (led by Olly Davies Head of Communications).

Evidence of need:

a) 2019 equalities survey of Cairngorms National Park Authority led stakeholder forums and groups shows 16.14% of those involved are under 45 years of age.

b) 2019 equalities survey of Cairngorms National Park Authority led stakeholder forums and groups shows 3.7% of those involved are from a non-white ethnic background.

c) 2019 Local Development Plan (LDP) consultation equality data showed 40% female consultees; 12% under the age of 45; and 6% identifying a disability, though the sample size was small as few respondents completed equality questionnaire.

Action	Aim / output	Target	Equality group	Lead partners	Progress Report 2021 - 2023	Progress Report 2023 - 2025
Share 2019 equality survey results with Cairngorms National Park Authority-led stakeholder forums and groups to discuss how more engagement	Equalities surveys will show an increase in participation of younger and more diverse ethnic groups.	Increase towards 25% under 45-year-olds (16.14% 2020 baseline) and 4% non-white ethnic backgrounds (3.5% 2020 baseline).	Under 45-year-olds and ethnic minority groups - BAME	Equality Advisory Panel Cairngorms Youth Action Team Backbone	Specific focus on gathering feedback from under-represented groups as part of National Park Partnership Plan consultations. During the informal consultation phase, just under 5% of	Park Authority-led consultations have continued to prioritise under-represented communities as key audiences and we have developed and strengthened relationships with a number of key partners, including Black Scottish Adventurers, LGBT Youth Scotland, Cairngorms Pride Paddlers, and Able2Adventure. For our Cairngorms 2030 programme consultation, 4.4% of respondents identified as LGBTQ+, 1.7% as being from an ethnic minority background, 21.8% of people living with a physical

with under 45-year-olds and ethnic minority groups can be achieved.					respondents came from ethnic minority backgrounds and 5% identified as having a disability. Just under 45% of respondents were aged under 45. During the formal consultation phase, 1.5% of respondents identified as being from an ethnic minority background, 6%	mental health condition, and 19.3% were on a low income. Out of the over 1,600 people who responded to our fire management byelaws consultation in 2024, 20% considered themselves to be on a low income, 7% of respondents described their sexual orientation as bi, bisexual, gay or lesbian, and 20% said they were currently living with a physical or mental health condition or illness. Meanwhile, for our Gaelic Language Plan consultation, 7% of responses were received in Gaelic (up 244% on five years ago) and 3% of responses came from people identifying as trans.

					as gay, lesbian, or bisexual, 13% as having a disability and 27% as being aged under 45. We have continued gathering equalities monitoring information as part of our Heritage Horizons: Cairngorms 2030 programme but have experienced low	

					completion rates on some questions – particularly those around gender and sexuality – which we will be picking up with Equality Advisory Panel soon.	
Provide captioning and / or British Sign Language (BSL) interpretation on request	Cairngorms National Park Authority meetings – and key strategic discussions – are accessible	All board and planning meetings to have the option of captioning and / or BSL interpretation.	Disabled audiences and those with access requirements	Equality Advisory Panel.	Captioning and / or BSL interpretation has been offered on request for all board and planning meetings since	Captioning, BSL interpretation and Gaelic translation continue to be offered for all board and planning meetings. We have also explored provision for community roadshow events and are using the Cairngorms 2030 engagement programme (and its commitment to

for all live streamed forums and meetings held by Cairngorms National Park Authority, including board and planning meetings.	to a wider range of audiences, particularly those with disabilities.	Roll out this approach to other forums as they go online.			2021. We also took the decision for our National Park Partnership Plan launch to provide captioning and BSL interpretation without anyone requesting it and will do so in future for major Park Authority events. All promotional videos for the Partnership Plan and Heritage Horizons:	widening participation) to explore a range of options in this area.

					Cairngorms 2030 were appropriately captioned and social media activity has included alt text on all images since mid-2022.	
Audit the existing Cairngorms National Park website to determine its suitability for audiences with access requirements	Cairngorms National Park website and the information it provides accessible to a wider range of audiences.	For the Cairngorms National Park website to be an exemplar within the public sector in Scotland for audience accessibility, and for all	Disabled audiences and those with access requirements.	Equality Advisory Panel	A full audit of our website was conducted in November 2021 by accessibility experts the Digital Accessibility Centre, including testing by users with a range of	Findings from the 2021 audit of our website fed in directly to the tender documentation for our new website, the contract of which was awarded in 2024. Accessibility and equalities formed 10% of the overall mark, with a further 25% allocated to a user-centric approach (including a minimum standard of WCAG 2.2 AA). Built into the website build itself is real-world user testing, both at a design stage and as a final

, and address any issues raised. Ensure any tools used for online consultation are audited in the same way.		identified issues to be addressed within the same financial year.			disabilities. The audit was complementary about several elements of the site; however, specific issues were flagged around third-party plugins, the accessibility of the site for users of screen readers, and certain hard-coded design elements not being in line with WCAG 2.2 best practice	quality assurance aspect of the build. This is due to take place in the early months of 2025.

					guidance. A number of these recommendations have been taken forward on our current site, however, there were significant structural issues highlighted which will require a more holistic approach. This (alongside specific user testing with audiences with access	

					requirements) has been included as a key requirement in our new website development tender, which will be awarded in summer 2023.	
Conduct user experience testing on the existing Cairngorms National Park website with a variety of	To flag any issues with the existing site and to ensure it goes beyond simple compliance with legislation to be genuinely	For the Cairngorms National Park website to be an exemplar within the public sector in Scotland	Disabled audiences and those with access requirements; ethnic minority audiences.	Equality Advisory Panel Backbone	As above, the Digital Accessibility Centre audit included testing with users with access requirements and our	As mentioned above, user experience testing has been baked into the design and delivery stages of the development of our new website, which is due to launch in spring 2025. Audiences with specific access requirements have been prioritised as part of this testing and we have reached out to members of various

					upcoming website development tender specifies that dedicated testing be carried out with a range of audiences to improve overall user experience. This process will begin in summer 2023.	local access panels across the National Park (and beyond).
audience types (including those with access requirements, ethnic minority groups etc) to ensure it is fit for purpose and addresses audience needs.	usable and representative.	for audience accessibility.				
Identify specific actions within the National	To make the Park Plan as representative as possible for all	Deliver at least five activities designed to reach under	Under 45-year-olds, disabled and ethnic	Equality Advisory Panel	We supplemented the National Park Partnership Plan responses	The fourth Cairngorms National Park Partnership Plan was published in August 2022, so no engagement activity took place during this period. However, under-represented communities will

| Park Partnership Plan consultation process to engage with a more diverse range of audiences (under 45-year-olds, disabled and ethnic minority groups etc). | stakeholders within Cairngorms National Park. | 45s, ethnic minority communities and / or audiences with disabilities within the consultation period. | minority groups. | Cairngorms Youth Action Team

Backbone | referenced above with specific sessions with our Equalities Advisory Panel and 27 qualitative, 45-minute interviews with individuals and organisations representing under-represented communities. The consultation was also shared through various networks (eg All | continue to be a key focus of our next NPPP consultation, which will start in 2026/27. |

					the Elements, Boots and Beards, Cairngorms Youth Action Team etc) and via dedicated community Facebook groups to boost engagement. Instagram was particularly effective in driving response from younger audiences, with nearly 200 comments received during	

					the informal consultation phase through the platform.	
Review all Cairngorms National Park Authority promotional materials, particularly those relating to stakeholder consultation, to ensure they use appropriate imagery	To ensure our materials are reflective of all the audiences we are trying to reach.	All Cairngorms National Park Authority promotional materials, particularly those relating to stakeholder consultation, to include imagery reflective of the diverse range of	Under 45-year-olds, disabled and ethnic minority groups.	Equality Advisory Panel

Cairngorms Youth Action Team

Backbone | As part of our brand refresh project (which kicked off in summer 2022), we have created a new set of brand guidelines including the core value of equality: 'The Cairngorms is a Park for All. No matter who you are or where you come from, | Park Authority comms materials are reviewed annually (and on an ongoing basis) to ensure they incorporate appropriate imagery reflective of the diverse range of audiences engaging with the Cairngorms National Park. We continue to prioritise inclusive imagery in the majority of photo / video commissions and now have hundreds of new images to choose from. Crucial to our approach is using diverse imagery to accompany all aspects of our work and not limiting this to equalities-specific content. For example, our twentieth anniversary film features Gaelic translation (and several lines of |

| reflective of the diverse range of audiences engaging with the National Park. Commission new material (photography, video, case studies etc) where required. | | audiences we serve. | | | everyone is welcome and all are accepted. Everything we do is in partnership and the more diverse our voices the stronger we are.' This is accompanied by specific advice on the types of imagery we use, the audiences we serve, and how we can be more accessible and inclusive in our language | Gaelic), plus a wide range of audiences with a deep connection to the Cairngorms going about their daily lives. See https://www.youtube.com/watch?v=hvO9-cpvTPw |

					and materials. This in turn has influenced our approach to promotional materials and we are taking forward a rolling programme of updates in this area, commissioning over 1,000 new images of people in the National Park (with a specific focus on under-represented audiences) and	

					taking practical steps to use plain English, minimum font sizes / colour contrasts and much more.	

Appendix 6

Equality outcomes 2025 - 2028

Outcome 1: 2025 – 2029

We will have an increasingly diverse workforce with more underrepresented groups working for us, supported by an inclusive culture, where all existing, new and prospective staff are treated equitably, and feel that they belong. Led by Kate Christie, Head of Organisational Development

Action	Aim/output	Target	Equality Group	Lead partner
Foster an inclusive culture and embed the newly adopted Principles within a reenergised drive to focus internal work around our culture and behaviours. This will include	The organisations culture will ensure that diversity is welcomed by all staff, and there will be a general increase in the number of underrepresented people working for the Park Authority	Increase number of LGBT staff from 2024 baseline position of 6% Increase number of staff with a	All, with specific focus on BAME, LHTBQ+, Disability,	The Park Authority HR team Equality Advisory Panel

		disability at 18% baseline to 21% reflecting 2022 census data Increase number of ethnic minority staff from 0% baseline to 2%. This is below census data 12.9%		Equality Advocacy Group
Continuing to meet our commitments as a Disability Confident Employee, as a Foundation LGBT Youth Charter Accredited employer; and associated commitments we have signed up to eg the Menopause Pledge, Young Person's Guarantee.	Visible allyship to all underrepresented groups that we are a welcoming and inclusive organisation.			
Continue to learn through positive partnerships with Black Professionals	Increase knowledge and understanding of the barriers to			

United Kingdom, Rainbow Enterprise Ntwk and seek new partnerships to support and challenge our approach to equality.	underrepresented groups by engaging with those with lived experience.			
Becoming a Carer Positive Employer	Visible allyship to all underrepresented groups that we are a welcoming and inclusive organisation.			
Review all our policies to ensure they incorporate best practice	All our policies will be underlined by the newly adopted organisational principles of Passion and Dedication; Community; Pioneering and Inspiring Leadership.			
Support increased board member equality data disclosure	Members will understand the reasons for collecting equality data and will embrace the opportunities this presents for ensuring our policies and procedures are inclusive.			

Develop and publish a leadership statement which clearly sets out the behaviours expected of our leaders across the organisation	Our senior managers will lead by example, and be role models across the organisation on our approach to equality and diversity			
Continuously seek opportunities to promote the work the Park Authority is doing to be an inclusive and diverse organisation	Our Communications team will provide regular updates across a variety of media about our equalities work			
Promote and support effective voice to ensure our employee views are listened to and considered to inform our approach to equality. This will include:	**Staff will have the confidence to express their views in the knowledge that their views will inform the organisations' approach to equalities, and there will be a general increase in the number of underrepresented people working for the Park Authority.**	**Increase number of LGBT staff from 2024 baseline position of 6%** **Increase number of staff with a disability at 18% baseline to 21% reflecting 2022 census data**	**All, with specific focus on BAME, LGTBQ+, Disability,**	**The Park Authority HR team** **Equality Advisory Panel** **Equality Advocacy Group**

		Increase number of ethnic minority staff from 0% baseline to 2%. This is below census data 12.9%		
Supporting the evolution of the employee led Equality Advocacy Group, and actively engaging with this group to promote equality, diversity and inclusion across the organisation.	Staff will be aware of and have the confidence to consult with the equality group, and SMT will consider the advice of the group, on all equality matters both internally and externally focussed;			
Foster a constructive relationship with our Staff Consultative Forum reps and the trade union, working jointly with them on matters related to equality, diversity and inclusion	The Staff Consultative Forum (SCF) will consider equalities as a standing item, and reps will have the confidence to bring equalities matters onto the agenda.			
Conduct annual "pulse" surveys, supported by the biennial Best Companies survey, to gather staff views	Staff survey results will drive our Organisational Development work around culture and inclusion			

about our culture, and develop action plans from the results.				
Ensure that all staff learning and development embeds the principles of diversity. This will include:	**Staff will welcome and engage with EDI training which will increase their understanding of and support for underrepresented group.**	**Increase number of LGBT staff from 2024 baseline position of 6%.** **Increase number of staff with a disability at 18% baseline to 21% reflecting 2022 census data.** **Increase number of ethnic minority staff from 0% baseline to 2%. This is below census data 12.9%.**	**All, with specific focus on BAME, LHTBQ+, Disability,**	**The Park Authority HR team** **Equality Advisory Panel** **Equality Advocacy Group**

Reviewing and updating the on-line EDI training portal, to ensure courses are current and appropriate, and to add relevant courses according to climate and context.	EDI on-line training will be embraced by staff and the portal will be seen as the first point of expertise for EDI courses			
Develop and deliver biennial EDI training on key, relevant topics to enhance knowledge and understanding.	The organisation will keep abreast of fast changing EDI issues and will be educated and informed on national topics			
Embed equality and inclusion principles across our approach to governance, strategy and policy development. This will include.	**Our governance processes will support an inclusive culture.**	**Increase number of LGBT staff from 2024 baseline position of 6%.** **Increase number of staff with a disability at 18% baseline to 21% reflecting 2022 census data**	**All, with specific focus on BAME, LHTBQ+, Disability,**	**The Park Authority HR team** **Equality Advisory Panel** **Equality Advocacy Group**

		Increase number of ethnic minority staff from 0% baseline to 2%. This is below census data 12.9%		
Ensure all key projects and strategies are consulted with the Equality Advisory Panel - Cairngorms National Park Authority to ensure equalities sits at the core of all we do.	Staff will be aware of and confident in consulting with the EAP at an appropriate point in policy / strategy / project development.			
Embed the use of Equality Impact Assessments (EqIA) across all projects. This will involve periodically reviewing the EqIA process to ensure it is straightforward and understood, and training for staff on why we have an EqIA process and how to screen and use data.	Staff will have the knowledge and confidence to complete EqIA's at an appropriate point in policy / strategy / project development.			

Recruitment procedures will be more welcoming and supportive of minority applicants. This will include:	We will see an increase in the number of underrepresented people applying for positions at the Park Authority.	18% LGBT applicants (up from 12% 2023 baseline) 21% disabled applicants (reflecting census 2022) (up from 6%) 12.9% Minority Ethnic Background (reflecting census 2022) applicants	All, with specific focus on BAME, LHTBQ+, Disability,	The Park Authority HR team Equality Advisory Panel Equality Advocacy Group
We will review the language, images and methods we use when recruiting and make sure we maintain a range of ways to apply for jobs, and a range of places to advertise vacant posts.	Applicants from underrepresented groups will feel welcomed and encouraged to apply for positions at the Park Authority.			
We will review the methods adopted during the interview process, to ensure they are equitable and supportive of the	Our recruitment processes will take account of the barriers that underrepresented groups face and			

range of equality characteristics whilst also being innovative and transparent, making good use of the principles of our Reasonable Adjustment Passport Policy.	will seek to remove those barriers where appropriate.			
We will provide detailed information about the interview process in advance of interviews, to ensure applicants fully understand the process, what is expected of them, and how they can do their best.	Applicants from underrepresented groups will be able to do their best at interview.			
We will generate management information at least twice each year to review applicant data to ensure that our job applications and candidate shortlists are increasing the breadth of candidate backgrounds, and design and take remedial action if necessary.	SMT will have oversight of applicant statistics, and evidence to support any changes to procedures.			

Equality outcome 2 – Action plan

Outcome 2

We will target our infrastructure investment and develop our activities so as to continue reducing barriers to access and facilitating inclusive and affordable access to the nature of the National Park, and to the opportunities offered in the National Park. Led by Colin Simpson, Head of Visitor Services, Alan Smith Outdoor Learning and Engagement Manager and Sarah Henshall, Head of Conservation.

Action	Aim / output	Target	Equality group	Lead partners
Investment in improved paths and trails to provide more km of accessible trails.	Increase the number of kilometres of accessible path from a 2025 baseline.	Precise target to be confirmed – path audit providing a baseline in 2025.	All but focus on those with mobility related disabilities	Public sector partners, Private Estates, Non-Governmental Organisations (NGO) Community path groups.
Improved signposting and interpretation on trails to assist a wider range of users.	Replacement of old signage on community paths with signs meeting current accessibility standards.	Precise target to be confirmed – path audit providing a baseline in 2025.	All	Public sector partners, Private Estates, NGOs Community path groups.

| Work with Badenoch and Strathspey Access panel and others to update their access guide and widen it out to cover the whole of the National Park. | Production of new guide in electronic format(s). | New guide produced by 2026.

Information available via new Park Authority website. | All | Badenoch and Strathspey Access Panel. |
|---|---|---|---|---|
| Supporting partner investment in public toilet facilities (including where possible changing places facilities). | Financial support provided to partners to upgrade or add new facilities. | | All | Public sector partners, Private sector facility providers. |
| Supporting Cairngorms Nature partner initiatives promoting access to nature, learning experiences and opportunities to get involved. | There are more opportunities for people from a wider range of backgrounds to get involved in conservation and nature related activities. More people from target inclusion groups feel welcome | Precise target to be confirmed once the new Cairngorms Nature Action Plan is developed. | All | Public sector partners, NGOs, Private estates. |

	and at ease being part of nature-based activities.			
Supporting development and implementation of local Nature Festival activities to increase access to nature for all.	Financial and ranger support provided to aid development of local Nature Festival activities tailored to inclusion group needs.	Precise target to be confirmed. Ensure increased number of events / activities tailored to inclusion group needs	All	NGOs, Local businesses, Community groups, Private estates.
Continuing to support and expand the Junior Ranger Project to include young people facing barriers to participation due to income and health.	Increase number of junior rangers. Introduce reduced commitment options for those unable to participate in full junior ranger programme.		All	Local authorities (schools).
Develop an improved network of active travel routes and schemes to	Investment in active travel routes.	Delivery of active travel networks as	All	Local authorities Third sector cycling organisations

support low-cost access to bikes and cycle skills.	Support access to bikes schemes. Cycle confidence initiatives	per Cairngorms 2030 programme. Programme of led rides for new / returning cyclists and businesses. Cycle skills and "bikebus" initiatives in eight schools	Specific activities aimed at young people.	Schools
Investigate and trial sustainable transport options to improve access notably for those without access to a private car.	Financial support to trial or enhance community transport services. Access audits of rail stations and key bus stops to identify priority opportunities for upgrades.	Increase numbers of people using community transport services. Complete audit of rail stations and identified bus stops by 2026.	All	Local authorities, Transport providers, Community transport organisations, Highland Mainline Community Rail Partnership, Network Rail
Continue Volunteer Cairngorms programme	Provide a central resource for offering	Increase number of volunteer days	All	Private estates, NGOs.

including developing family volunteering opportunities taking into account those on low-income.	and signing up to volunteering opportunities. Arrange specific events for underrepresented groups.	Deliver specific opportunities for families including those on low incomes.		
Continue to offer the Volunteer experience programme providing access to nature and conservation volunteering opportunities for under-represented groups.	Work with landowners to create volunteering opportunities. Liaise with third sector organisations to match individuals with opportunities.	Increase number of volunteer days contributed by those in target groups.	Disadvantaged groups	Private estates, NGOs, Third sector organisations working with disadvantaged groups.
Continue the Cairngorms Travel Grant scheme.	Provide grants to support young / underrepresented groups to travel to and experience nature in the National Park.		Young people, Those from disadvantaged groups	

Equality Outcome 3 – Action Plan

Outcome 3

A more diverse range of audiences will be actively involved in informing the future direction and management of the Cairngorms National Park, including through direct engagement in Park Authority-led consultations and stakeholder forums / groups. Led by Olly Davies, Head of Communications and Engagement.

Action	Aim / output	Target	Equality group	Lead partners
Collect robust equalities data on all Park Authority-led consultation activity. Prioritise under-represented communities in our promotional activity to support these consultations.	To assess the effectiveness of our approach / activities and to target follow-up activity to address any gaps.	All consultations led by the Park Authority will collect robust equalities data and report on it.	All under-represented communities	Park Authority
Strengthen partnerships with community-based and national organisations such as Black Scottish Adventurers, Pride Paddlers and Able2Adventure, whilst also seeking to develop	To support the work of key partners in the field, build trust with their networks, identify shared priorities and sense-check our activities with experts.	Regular (at least twice per annum) contact with existing partners to identify and take forward priority work.	All under-represented communities	Park Authority

new relationships with key partners.				
Establish and empower a new lived experience group to shape the delivery of Cairngorms 2030, working closely with the Equality Advisory Panel. This will have a specific focus on engaging with ethnic minority communities in and around the National Park.	To ensure the Park Authority hears from those 'furthest away' from our services and helps remove barriers to access / engagement.	Re-invigorate the lived experience group in 2025 / 26 to reach a minimum of 10 members and take forward recommendations as part of C2030.	Ethnic minority communities in and around the National Park	Park Authority
Explore participatory democracy methods in the co-design of our £1m community-led climate fund, with a particular emphasis on widening participation.	To create a fund that truly reflects the priorities of all communities (of interest and place) within the National Park.	Establish a framework for the fund by early 2026 and begin to deliver community funding immediately after.	All under-represented communities	Park Authority, NLHF, appointed consultant
Ensure equalities considerations are at the forefront of the development,	To ensure the new website meets the needs of all users,	New website launched in spring / summer 2025.	All under-represented communities, but	Park Authority, appointed website developer

testing and rollout of our new website, including core functionality, imagery and ongoing content.	irrespective of the method they use to access the site.	Ongoing news / page updates thereafter.	specific focus on disabled communities	
Share stories from a diverse range of perspectives via our on-and-offline channels, including our social media accounts, *Cairn* residents' magazine and press releases.	To celebrate the rich diversity of voices that live, visit and work in the National Park.	Multiple (two+) stories from diverse perspectives published every month. Every *Cairn* issue to feature equalities related stories.	All under-represented communities	Park Authority
Provide captioning and / or BSL interpretation on request for all live streamed forums and meetings held by Cairngorms National Park Authority, including board and planning meetings. Offer a similar option for Gaelic speakers.	To ensure Park Authority meetings are accessible to all who wish to attend.	All requests for BSL / captioning / Gaelic translation at Park Authority public meetings are accommodated wherever possible.	D / deaf audiences, hard of hearing, Gaelic speakers	Park Authority

Review all Cairngorms National Park Authority promotional materials, particularly those relating to stakeholder consultation, to ensure they use appropriate imagery reflective of the diverse range of audiences engaging with the National Park.	To reflect the diversity of stakeholders who live, visit and work in the National Park.	Full review conducted by the end of 2025 and all new materials developed with diverse imagery in mind.	All under-represented communities	Park Authority
Commission new material (photos, video, case studies etc) on an ongoing basis to reflect the diversity of audiences served by the National Park.	To reflect the diversity of stakeholders who live, visit and work in the National Park.	Where budget allows, at least three commission per annum.	All under-represented communities	Park Authority