



Equalities Mainstreaming

Progress report 2024-2026

Foreword

I am pleased to present our Equalities Mainstreaming Progress Report for the period 2024 - 2026.

When I joined Revenue Scotland, I saw straight away that our people take equality and inclusion seriously. It shapes how we work every day.

A few months in, and I continue to see this both in our strategic thinking and daily work. Our approach ensures that our values apply to service users and staff alike, and this report highlights the benefits of our people centric approach.

As Chief Executive I thank my predecessor Elaine Lorimer, who led for most of the period covered by this report, and undertake to continue these EDI efforts during a period where the functions of Revenue Scotland are growing and data and digital innovations continue to change how we interact with our users and deliver services.

Johanna Boyd

Chief Executive, Revenue Scotland



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Introduction

Revenue Scotland is committed to meeting the needs of all the people we serve.

[Our Equalities Mainstreaming report 2024-2028](#) sets out our ambition and this progress report considers how far we have come in regards to the below outcomes and our wider equality obligations.

Our two mainstreaming outcomes



Revenue Scotland will actively promote equality, diversity and inclusion in designing and delivering our services.



Revenue Scotland will embed a celebratory culture of equality, diversity and inclusion within our organisation, to have a workforce which reflects the people we serve.

This report details how we continue to advance our approach to mainstreaming equality throughout the organisation as required by the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 (the “SSDs”).

About Revenue Scotland

Revenue Scotland is responsible for the collection and management of Scotland's devolved taxes: currently Land and Buildings Transaction Tax (LBTT) and Scottish Landfill Tax (SLfT). With effect from 1 April 2026, we will be responsible for the collection and management of Scottish Aggregates Tax. Further devolved taxes are in the pipeline - Air Departure Tax and Scottish Building Safety Levy. Therefore by the end of the period covered by our [Mainstreaming Report 2024-28](#) we are projected to be administering five or more devolved taxes.

As of March 2026, our workforce is 108 full-time equivalent (FTE) staff.



The Public Sector Equality Duty

The [Equality Act 2010](#) says that public organisations must think about equality in everything they do. This means they must:

- treat people fairly and prevent discrimination, harassment, or victimisation
- give everyone a fair chance, especially people who may face unfair barriers
- help diverse groups get along and understand each other

The law also protects people from being treated unfairly because of certain personal characteristics. These include:

- | | |
|-----------------------------------|-----------------------------|
| 1. age | 5. pregnancy and maternity |
| 2. disability | 6. race, religion or belief |
| 3. gender re-assignment | 7. sex |
| 4. marriage and civil partnership | 8. sexual orientation |

Find out more: [The Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#)

These duties require them to report on how they build equality into everyday work. They must also publish equality goals and show the progress they are making.

Mainstreaming equality

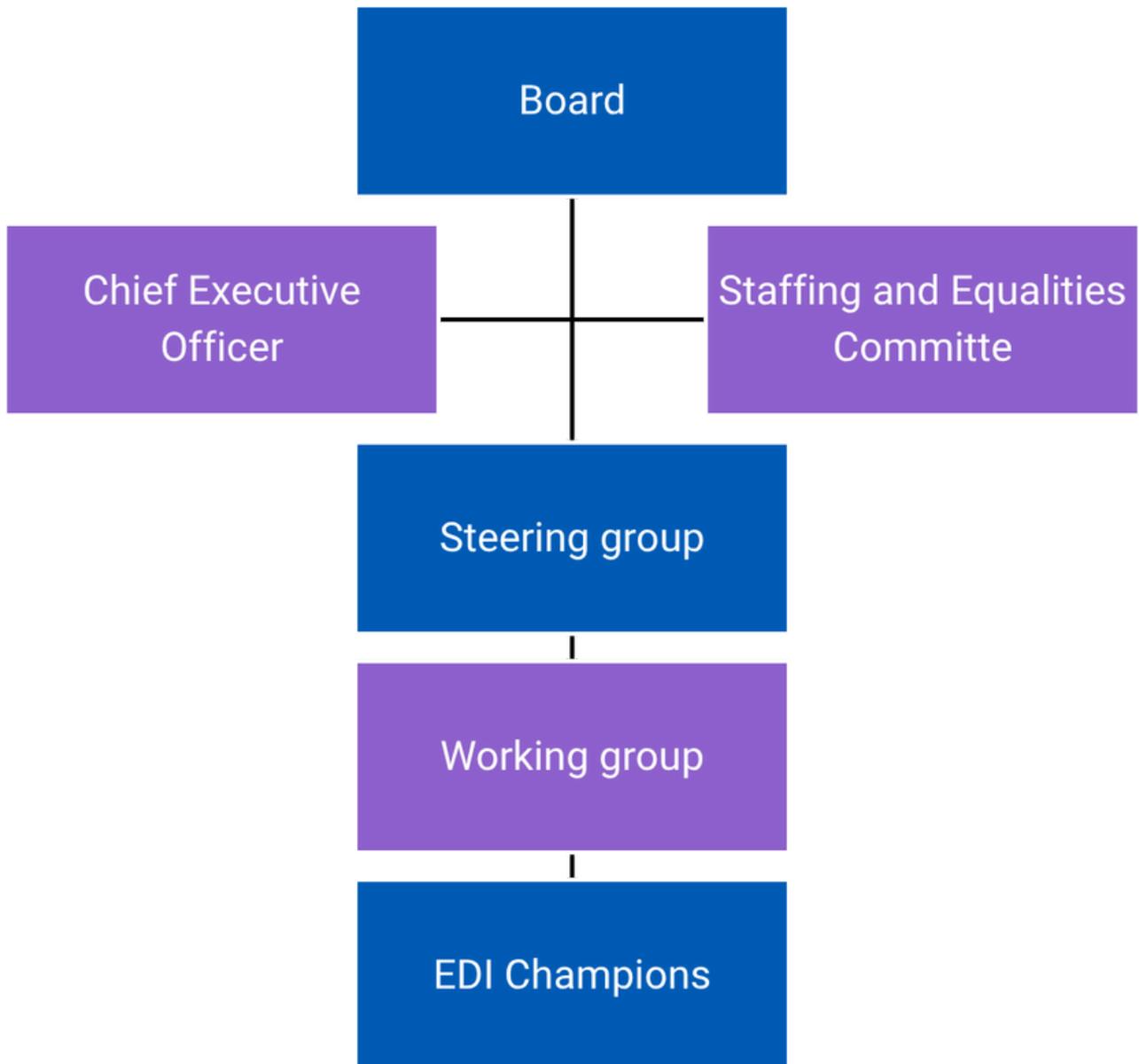
At Revenue Scotland, we consider equalities as part of everything we do and everyone in the organisation has a part to play. Our 2024 Report takes the view that mainstreaming the equality duty will deliver further benefits to the people we serve, such that:

- equality becomes part of everyday work, such as how we design services, train staff,
- and make decisions
- we know and can demonstrate how we are considering equality issues
- mainstreaming equality contributes to continuous improvement and better performance

The graphic on the next page shows the structures that we have in place to support delivery of our outcomes with all areas interacting directly and indirectly with one another:

As of 31 March 2026, the Staffing and Equalities Committee (SEC) comprises four members of the Revenue Scotland Board and one co-opted Committee member. Whilst individual members may change from time to time, this number is expected to remain constant.

Our equalities structures



Service users

Our Enhanced Support Policy has been in operation since April 2023 and is a significant component of our work on equality, diversity and inclusion (EDI). It reflects our people focused approach to our services. It is available where there is need for enhanced support - including a temporary need, perhaps from illness or distress - as well as giving due consideration to protected characteristics.

To date we have received over 30 requests for enhanced support for reasons including translation services and bereavement.

People strategy

Revenue Scotland's [Charter of Standards and Behaviours](#) aims to ensure that we are a great place to work, where everyone feels supported and included.



Equality outcomes 2024-28

We publish our equality outcomes every four years and report on progress every two years.



Progress against the 2024-2028 equality outcomes

We are pleased to report progress in relation to the outcomes and our action plan as follows.

Equality outcome 1



Revenue Scotland will actively promote equality, diversity and inclusion in designing and delivering our services.

Our Outcome 1 success measures at a glance



We **updated our website** to the latest Scottish Government Design system, following best practice and making sure that content is inclusive from the start

We ensure our guidance reflects **inclusive language and values** without relying on assumptions



We have invested in our **user experience and user research functions** to ensure user needs are met



Our **enhanced support policy** shapes how we interact with taxpayers and staff who need additional support

Our guidance now features **a range of scenarios** that provide clear, relevant context



We **measure the impact** of design changes to our SETS system through our user surveys



Our website's **assistive toolbar** introduces accessibility tools, supporting users where reading may present a specific challenge

Success measures

As we design our products, projects and communications, we consider the impacts on protected characteristics.

We believe that as a highly performing public body, we can lead by example in promoting EDI. We are committed to adopting an inclusive approach, seeking to remove barriers and creating better services for our service users.

We have made SETS easier for people to use. All changes follow Scottish Government design principles and are tested before they go live.

Last year our website was updated to the latest [Scottish Government Design system](#). This provided various enhancements that are considered the best practice approach for modern website development such that content is inclusive from the start and can be navigated with ease.

We receive positive stakeholder feedback (comments from the people and organisations who use our services) on the accessibility of our services and we are collecting necessary information about our users and applying it to service designs.

We measure the impact that design changes to SETS, and our website have made through our user survey work which seeks to extend our understanding of our userbase and leads to further improvements based on directly expressed user needs.

Service users are aware of the different ways in which we can support their needs.

Our web-content teams continue to review content and work to ensure that our guidance reflects inclusive language and values. This means avoiding references to age, gender, or other characteristics unless they are essential to the context. For example, our Leases and ADS guidance now features a broader range of scenarios that provide clear, relevant context for all users - without relying on stereotypes or assumptions.

This approach also feeds into our enhanced support policy and how we interact with taxpayers and staff who need additional support. This is achieved through our induction and onboarding arrangements as well as ongoing training within teams. We also highlight these services to our users on our website.

We take an inclusive approach to the way in which we communicate with our service users.

The start of 2025 also saw the first full year use of the 'ReciteMe' assistive toolbar via the corporate website. Over 800 website users made use of this service across almost 2000 pages of read content.

This technology enables our website users to change the way that the site appears and sounds to them and helps people read the website more easily. They can change colours and text sizes and the website can now be consumed and read aloud in any number of languages therein supporting users where reading may present specific challenges.

We engage and collaborate with relevant stakeholders who represent the protected groups who interact with our services.

We have recently invested further in both our user experience and user research functions within our digital teams and continue to reach out to others to ensure service user needs are met.

We are well connected with networks and equality groups.

Across the civil service, team members continue to engage with and seek opportunities within the various equality groups that may be relevant for a Revenue Scotland audience.

Staff are confident and trained in the needs of the public sector equality duty, the different ways we can support service users, and how to undertake meaningful EqIAs.

Across the civil service, team members continue to engage with and seek opportunities within the various equality groups that may be relevant for a Revenue Scotland audience.

Equality outcome 2

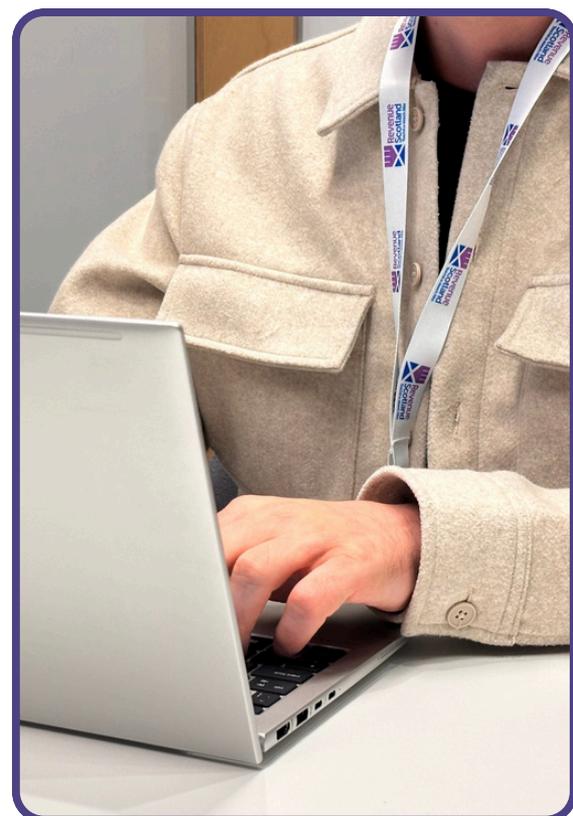


Revenue Scotland will embed a celebratory culture of equality, diversity and inclusion within our organisation, to have a workforce which reflects the people we serve.

Success measures

100% of staff have completed equality and diversity training

Ninety-one percent of staff have completed the Inclusive Culture module. People Services continues to support strong compliance levels through quarterly monitoring reports shared with senior managers. In addition to the Inclusive Culture module, we ensure all recruitment panels undertake inclusive recruitment practice training before they undertake recruitment, and we are also delivering “Building Better Relationships” learning that explores the power of kindness, psychological safety, and bystander apathy.



Our Outcome 2 success measures at a glance



In the People Survey, our Inclusion and Fair Treatment results remain a key strength, with **91% positive responses**

91% of staff have completed our Inclusive Culture module, showing strong compliance



We continue to strengthen awareness of equalities through a range of **EDI-focused activities**



We've seen **significant improvements in declaration rates** across most protected characteristics

We now receive diversity data **every six months**, supporting recruitment performance



Our induction promotes access to the wider **Scottish Government diversity networks**



We've worked to **reduce barriers in our recruitment** to support a more representative and inclusive process

We have seen year-on-year improvements in the People Survey results relating to employee experience and equality and diversity.

The 2025-2026 Civil Service People Survey saw an excellent 94% response rate, giving us confidence that the results truly reflect colleagues' experiences. We also maintained a strong Employee Engagement score of 71%, demonstrating continued stability.

Our Inclusion and Fair Treatment results remain a key strength, with 91% positive responses. Our performance remains high across all themes and exceeds Civil Service high performers benchmark. Overall, the results reflect a workplace where people feel respected, included, and empowered. We will continue to look at lower scoring areas and work with colleagues to build on our strengths and drive further improvements in employee experience.

We have continued to improve staff awareness and knowledge of equalities. We harness opportunities for equality, diversity and inclusion (EDI)-related learning and development.

We have continued to strengthen staff awareness of equalities by offering a wide range of EDI-focused learning and engagement activities. Our Health and Wellbeing calendar for 2025-26 delivered a range of topics to support our employees.

Our Health and Wellbeing Calendar 2025-26

Month	Event(s)
May 2025	Mega Miles challenge; Team Quiz Quest
June 2025	Health Eating Week - Healthy buffet and food hygiene quiz
	Nutrition for managing stress webinar
	Edinburgh Pride
September 2025	National Inclusion Week
October 2025	Charity fundraiser coffee morning
November 2025	Money and Mental Health webinar
December 2025	Charity festive jumper day - festive buffet and quiz
January 2026	"Looking after number one" wellbeing webinar
February 2026	Family wellbeing webinar
March 2026	Neurodiversity week and Purple Day

In June, colleagues also represented the organisation at the **Edinburgh Pride** march.



The **EDI working group** has introduced an ongoing calendar of awareness sessions, with four sessions delivered to date covering Black History Month, Epilepsy Awareness, Same Sex Marriage, and the Fairer Scotland Duty. Members can share learning within their teams to help embed inclusive practice across the organisation.

National Inclusion Week (NIW) featured staff sharing firsthand experiences through a webinar “Unmasking the Mask” which highlighted the daily impact of masking. NIW also celebrated our inclusive culture by sharing a colleague’s story of overcoming socio-economic barriers.

Our **Neurodiversity toolkit** was also launched this year to support staff and managers to understand, embrace and support neurodiversity.

We have continued to enhance equality groups and networks for staff. These are seen as a vibrant and important part of our organisation.

We continue to enhance equality groups and networks across Revenue Scotland, ensuring they remain active, visible and meaningful for staff. Our induction promotes access to the wider Scottish Government diversity networks enabling colleagues to connect with supportive communities and benefit from shared experience, resources and events.

Data analysis and collection is thorough and monitored regularly.

We regularly check our staff diversity data so that we can spot changes and understand what they mean.

The latest reporting shows significant improvements from 2024 to 2025 in declaration rates across most protected characteristics, suggesting increased staff confidence in sharing personal information.

Overall demographics, including age and sex, remain stable, while areas such as disability, ethnicity, socio-economic background, and caring responsibilities show more detailed insight due to enhanced data quality. Employee Passport usage has also increased, with more staff disclosing their needs and circumstances.

This consistent and structured approach to data collection and analysis provides a compelling evidence base for targeted EDI action and ongoing improvement.

We have more people from underrepresented groups applying for our vacancies.

We now receive diversity data supporting performance across our recruitment every six months. This data shows that we are continuing to attract a diverse applicant pool, including individuals from across a range of protected characteristics and socio-economic backgrounds.

Our approach to inclusive recruitment includes issuing questions to all candidates invited to interview 24 hours in advance to support the interview experience, and issuing quality feedback to unsuccessful candidates to support their development.

We also work with Fair Start Scotland and Inclusion Scotland to widen access and better support applicants facing barriers to work, and we offer Modern Apprenticeships to create accessible entry routes. Together, these changes seek to further reduce barriers, improve candidate experience, and support a more representative and inclusive recruitment process.

Current candidate feedback reinforces the positive impact of our inclusive recruitment practices, with key themes reflected in the word cloud.



We undertake activity to encourage diversity across our Board members to seek to ensure that our Board are representative of the population we serve.

We worked with the Scottish Government's Attraction Team, Changing the Chemistry, the Women in Tax forum and the Scottish Government's Public Appointments Unit to ensure an inclusive recruitment process and that we reached as wide a range of potential applicants as possible.

We also promoted our advert via a range of networks, including a range of third sector organisations, to target under-represented groups and we delivered information sessions, some of which were facilitated by external partners, aimed at encouraging those who may be unsure about their 'fit' for the role to apply.

We have also recruited three co-opted members to our Board Committees, to bring greater diversity to these Committees and more diversity of thought and perspectives to their deliberations. These roles will provide the individuals with skills and experience that will allow them to become future Board members within Scottish public bodies should they wish.

Employee diversity data

We provide at [Annex A](#) diversity data on our employees.

Employee data remains an area of challenge for us, despite being a growing organisation of 108 employees (March 2026). Much of the data we have on our staff is subject to suppression, as shown in [Annex A](#), and results can be skewed by missing or out-of-date information. The data should be interpreted in that light.

People data is used throughout our organisation for workforce planning (encompassing recruitment, retention and development), to our people strategy and when considering our culture of inclusivity which we strive to set. Knowledge of our diversity is reflected in our internal communications and wider activity. The diversity information is also used by our Board and SEC, to whom we are accountable for our EDI performance.

Currently available data suggests that our staff are broadly representative of Scotland's working age population in terms of age and gender, although we have more staff aged 40-49 (27.8% for Revenue Scotland vs 19.2% for Scotland) and fewer aged over 50 (18.9% vs 22.6%), and slightly more women (54.6% vs 51.1%) than the Scottish working age population. A higher proportion of our staff are lesbian, gay, bisexual or another sexual orientation (7.9%) compared to the Scottish working age population (5.2%).

By December 2025, our declaration rates improved, enabling stronger comparison with Scotland’s population. For example, 85.7% of staff identify as White compared with 92.3% nationally, indicating greater ethnic diversity within Revenue Scotland. In terms of marital status, 43.4% of staff are married or in a civil partnership, which sits within the national range of 31–56%. While some gaps remain, the data is now sufficiently robust to support analysis of representativeness and trends over time.

Information in relation to Board members will be used to monitor and assess the effectiveness of Board recruitment and retention strategies and will be tracked over time to establish overall trends and highlight any need to reassess recruitment and retention strategies to work towards a gender balance.

Gender pay gap

We provide at [Annex B](#) information regarding our gender pay gap and distribution between pay grades.

Developments since the Equalities Mainstreaming Report 2024

Outcome 1

Since 2024, Revenue Scotland has also strengthened its **user-centred design (UCD) capability** through the appointment of a user researcher to ensure that services are designed around the real needs of users.

- Our User Researcher talks directly to the people who use our services, so we can fix problems and make improvements based on their needs.
- We identify and reduce barriers that may disadvantage users, particularly where they impact users' protected characteristics.

The user researcher has established a framework and related documentation for Revenue Scotland's UCD activity in line with research best practice. This ensures:

- Participants are in control of their research involvement and resulting data, with appropriate data protection measures in place regardless of methodology.
- Projects are conducted ethically and inclusively. Using Scottish Government ethics plan templates, UCD project teams must, at the outset of each project, outline proposed safeguarding and inclusion-facilitating measures. This

Developments since our 2024 report...



We created an **Integrated Impact Assessment process** to check whether our decisions or services disadvantage any group

We **celebrated ten years of public service** via online and in-person events to raise awareness of our activity



We introduced **35 hour working week principles** to support staff's work-life balance



We strengthened our **User Centred Design team** to reduce barriers that may disadvantage users

We carried out **direct user engagement** to better understand service accessibility



We **improved clarity and accessibility** in taxpayer journeys and communications



We are reviewing and updating our policies following UK Supreme Court decisions to **ensure compliance, clarity and fairness**

includes how the team plans to recruit a diverse range of users, how materials become accessible to any participant, how both staff and participants are supported in case of distress and how bias would be minimised in research and analysis. Plans will be reviewed by a lead UCD professional for suitability and accuracy, adding a further level of assurance and expertise.

- Projects are replicable and insights easily shareable, through consistent protocols and documentation (e.g. guidelines, templates, and research plans).
- Users have all the information and resources needed to comfortably take part in projects, with project goals explained upfront in accessible language and suitable adjustments offered to all prospective participants.

An example of direct user engagement led by UCD was a pilot online survey of registered SETS users. It asked both user-related questions (e.g. roles, digital confidence) and questions on their perception of service accessibility, ease of use and improvement ideas. It generated valuable insights, such as:

Most surveyed users considering themselves digitally confident.



Almost three-quarters of surveyed users find SETS accessible.

UCD professionals have supported projects across teams, helping embed a user-centred mindset in wider service development. One example is the ongoing Leases Improvement Project, where they collaborated with the team to elaborate service user questions, run interviews and analyse resulting qualitative data. This helped identify pain points and improve clarity and accessibility in taxpayer journeys and communications (e.g. revised notification processes and plain English leaflets).

The UCD team will continue to expand its activity and further contribute to establishing a culture that puts service users at the heart of strategic decisions. Planned activity, most due to start in 2026, includes supporting SETS development, annual user surveys, strengthening our equality evidence base, further usability and accessibility testing of our digital services, and wider engagement with existing taxpayers, new tax users, and their agents.

Our 10-year anniversary

In April 2025, we celebrated 10 years of public service. We did this via online and in person events and publications raising awareness of our activities over the years.



Integrated Impact Assessments (IIAs) – includes EqIA elements

[The Consumer Duty](#) in Scotland commenced on 1 April 2024. In advance, we created an Integrated Impact Assessment process, as a composite tool covering Equalities Impact Assessments, Fairer Scotland Duty and Consumer Duty.

We conduct Equality Impact Assessments to check whether our decisions or services disadvantage any group. Over the period of this Report the following IIAs have been undertaken or are in progress:

- Scottish Aggregates Tax – implementation and review to be undertaken following go live
- User-Centered Design - ongoing
- SETS 2 replacement - in development

Outcome 2

35 hour working week

From 1 October 2024, colleagues in Bands A–C moved to a thirty-five-hour working week with no reduction in pay, as part of the Scottish Government 2023–25 pay award. Ahead of this change, Revenue Scotland trialled a Wellbeing Hour, giving colleagues one hour a week to focus on their wellbeing. Positive feedback from the trial helped inform this change. We also introduced new principles to help teams adapt and to further support colleague wellbeing and work–life balance.

Supreme Court Rulings

In April 2025, the UK Supreme Court confirmed that the terms “woman”, “man” and “sex” in the Equality Act 2010 refer to biological sex, while protections for transgender people under gender reassignment remain unchanged.

We are reviewing and updating our policies to ensure compliance, clarity and fairness as these changes take effect. There are accessible gender-neutral toilets throughout our main building.

Annexes

[Annex A: Employee diversity data](#)

[Annex B: Gender pay gap](#)

[Annex C: Revenue Scotland People Survey - Equality and Diversity](#)

[Annex D: Key terms](#)

Annex A: Employee diversity data

The following charts show the composition of the Revenue Scotland staff body, broken down according to their protected characteristics. Data on Revenue Scotland staff is given for each of the previous three years.

The composition of Revenue Scotland staff is compared to data on Scotland's working age population. Comparator data on age and gender is taken from the National Records of Scotland's 2024 mid-year population estimates for all people aged 16-65.

Note that a significant proportion of the 16-29 age group in this age distribution are likely to be full time students not in the labour market (According to Scotland's Census 2022, 4% of Scotland's population were full-time students aged 16 and over, a proportion largely made up of young adults and typically classified as economically inactive).

Data on disability status, ethnic group, marital status, religion or belief and sexual orientation are taken from the Scottish Survey Core Questions 2023 for people aged 16 64. Data suppression has been applied where counts are less than five to prevent possible disclosure of information about individuals.

This includes the use of a [c] where applicable or grouping of categories. Where the only small counts in a table refer to the ‘prefer not to say’ category, no data suppression is done. Secondary data suppression has also been applied to prevent the calculation of suppressed values by differencing.

Figure 1: Age group breakdown within Revenue Scotland

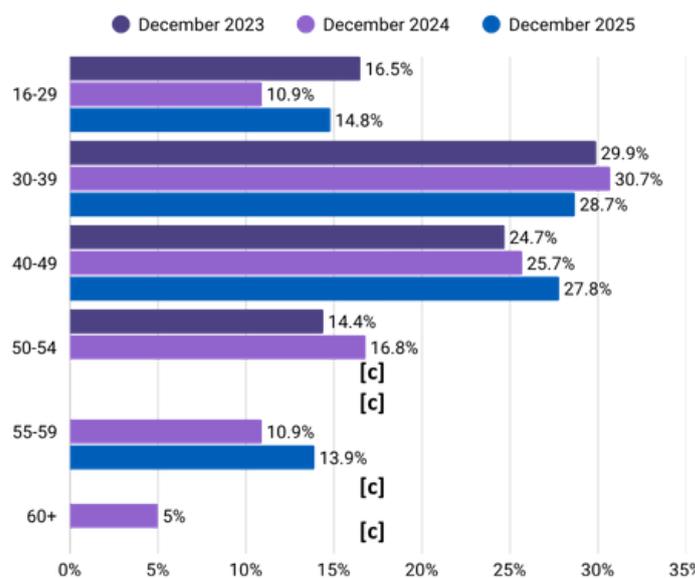


Figure 1 shows that we continue to attract a broad mix of generational groups with most staff under 50 years of age.

Figure 2: Sex breakdown within Revenue Scotland

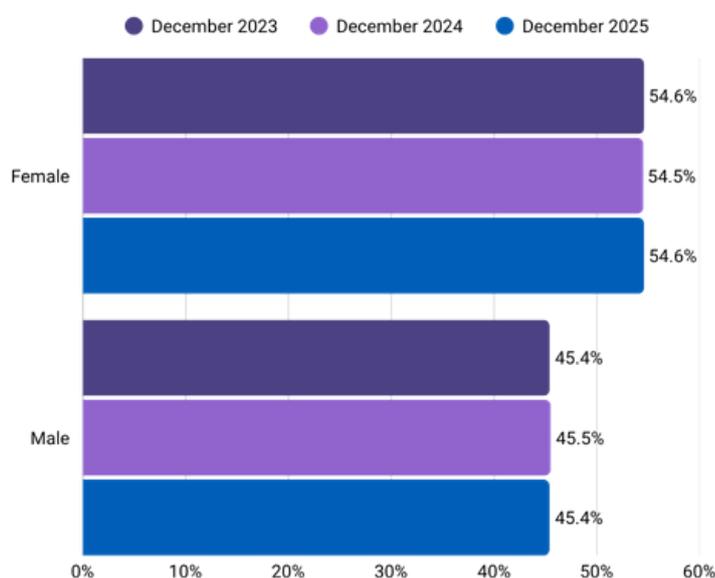


Figure 2 shows no significant change to the previous splits.

Figure 3: Disability status breakdown within Revenue Scotland

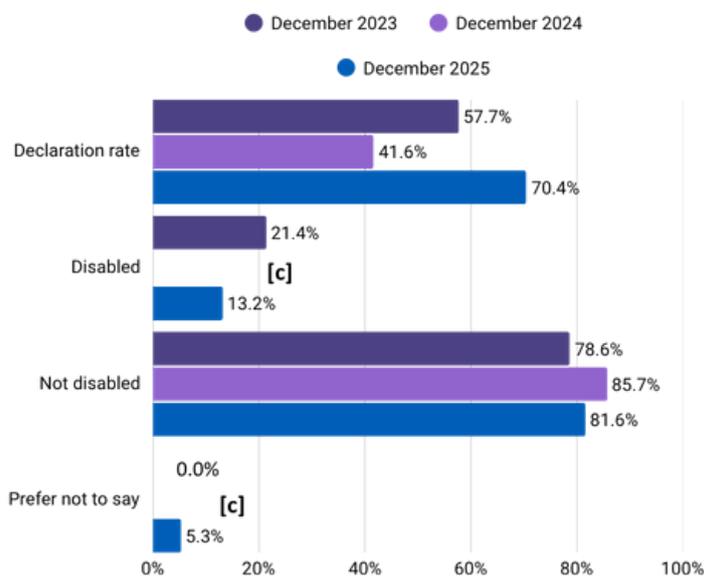


Figure 3 shows more staff are now sharing diversity information with us, which helps us understand our workforce better.

Figure 4: Ethnic group breakdown within Revenue Scotland

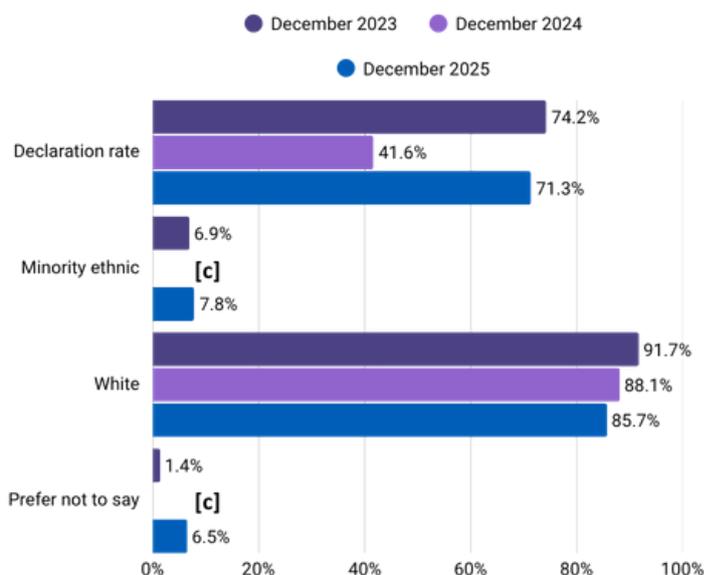


Figure 4 shows little change year on year.

Figure 5: Marital status breakdown within Revenue Scotland

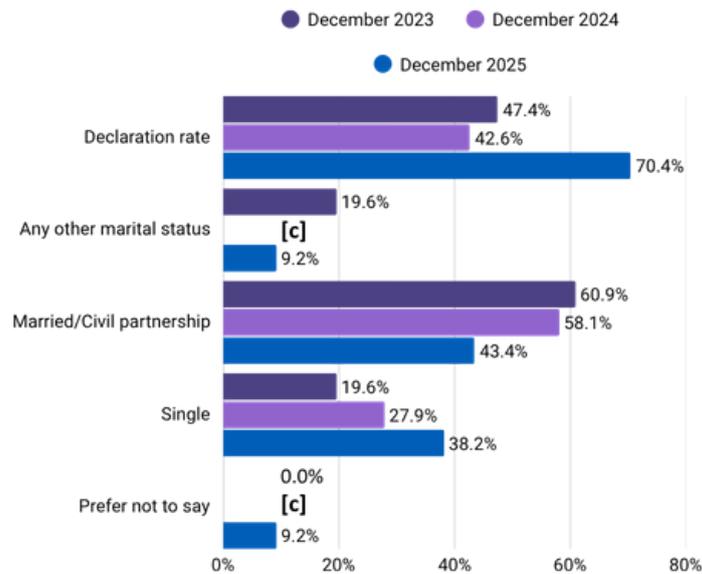


Figure 5 shows more staff are now sharing diversity information with us, which helps us understand our workforce better.

Figure 6: Religion breakdown within Revenue Scotland

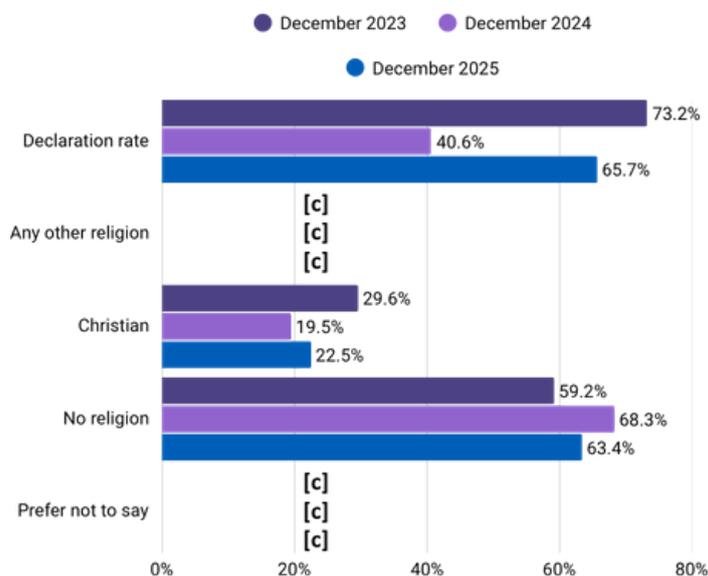


Figure 6 shows more staff are now sharing diversity information with us, which helps us understand our workforce better.

Figure 7: Sexual orientation breakdown within Revenue Scotland

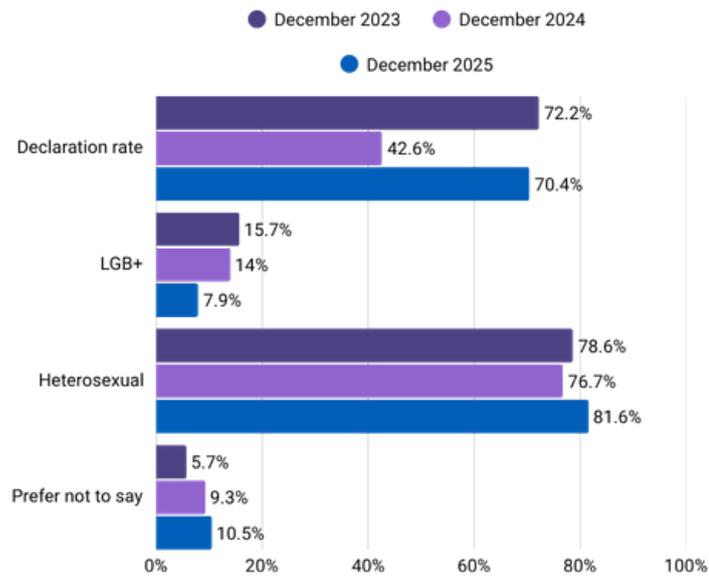


Figure 7 shows a broadly unchanged picture year to year.

Figure 8: Socio-economic background breakdown within Revenue Scotland

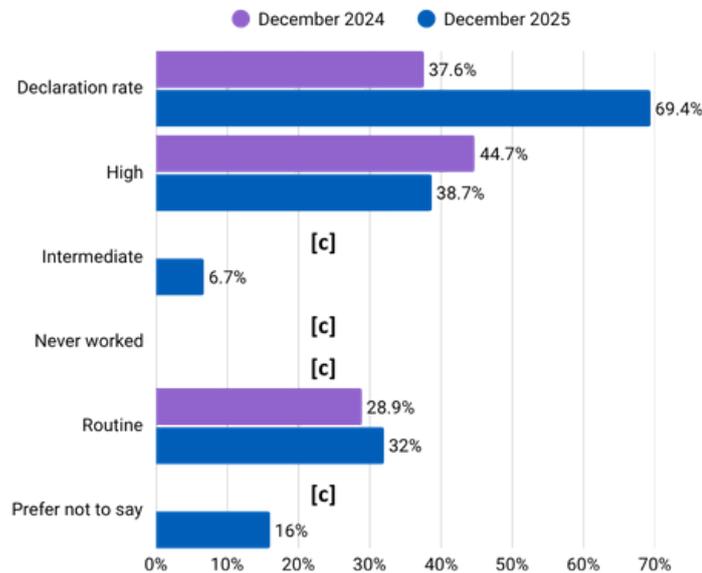


Figure 8 shows more staff are now sharing diversity information with us, which helps us understand our workforce better.

Figure 9: Caring responsibility breakdown within Revenue Scotland

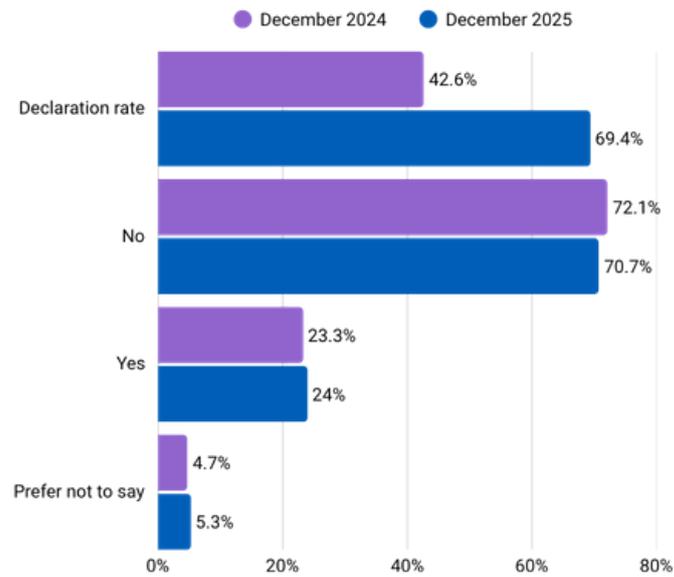


Figure 9 shows a broadly unchanged picture year to year.

Figure 9: Caring responsibility breakdown within Revenue Scotland

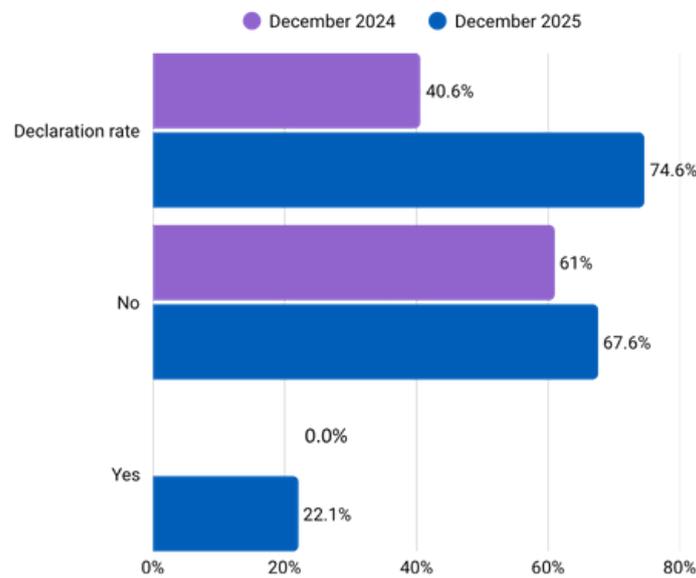


Figure 10 shows an increasing use of this tool to support staff wellbeing.

Annex B: Gender pay gap

The gender pay gap is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings. A positive pay gap means that men earn more than women on average, and a negative pay gap means that women earn more than men.

For example, if the pay gap is 10%, this means that women earn 10% less than men, on average. 2. The current median gender pay gap for all employees in the UK is 12.8%, based on Office for National Statistics (ONS) Annual Survey of Hours and Earnings (ASHE) 2025 data. For Scotland, the ONS data confirms that the gender pay gap for full-time employees is 3.5%, and that Scotland continues to have a narrower gender pay gap for both full-time and all employees than the UK overall. The specific all-employee figure for Scotland is 9.4%. These national figures for the UK and Scotland are taken from the [ONS publication on gender pay gap in the UK](#).

The gender pay gap for all employees at Revenue Scotland at the end of December 2025 was a median pay gap of 9%. This means that the pay gap between men and women in Revenue Scotland is lower than the UK average of 12.8%, but higher than the Scottish figure of 3.5%. This report will be updated following the release of the March 2026 data.

Annex C: Revenue Scotland People Survey - Equality and diversity

The Revenue Scotland People Survey asks if staff were discriminated against at work in the past 12 months and on what grounds. Due to small numbers, the detailed breakdown of discrimination responses has been suppressed to protect anonymity. The data is suppressed if less than 5% colleagues report experiencing discrimination.

Annex D: Key terms

Term	Definition
Consumer duty	A requirement for public bodies to consider how their policies and services affect consumers and ensure they are treated fairly.
Continuous improvement (CIMP)	An ongoing programme that delivers enhancements to systems and services—such as accessibility updates to SETS - to improve performance and user experience.
Declaration rates	The percentage of staff who choose to provide personal diversity information (e.g. disability status, ethnicity).
Equality, diversity and inclusion (EDI)	An organisational approach that promotes fairness, values diversity and ensures an inclusive environment for staff and service users.
Employee passport	A document that explains what support a staff member needs at work.
Enhanced support policy	A policy that offers extra support to service users who may need additional help, whether temporarily or permanently - e.g. bereavement, illness, or translation needs.
Equality impact assessment (EQIA)	A process used to check whether a policy, decision or service may disadvantage people with protected characteristics.

Term	Definition
Equality outcomes	Long-term goals set by a public body to improve equality for staff and service users.
Fairer Scotland duty	A requirement for public bodies to reduce inequalities of outcome, especially those caused by socio-economic disadvantage.
Gender pay gap	The percentage difference between the average hourly earnings of men and women.
Inclusive language	Language that avoids stereotypes or assumptions and ensures communication is fair, respectful, and accessible to all.
Integrated impact assessment (IIA)	A combined assessment approach covering EqIA, the Fairer Scotland Duty and the Consumer Duty.
Mainstreaming equality	Making equality part of everyday work, decisions, behaviours, and organisational culture.
Neurodiversity toolkit	Guidance designed to help staff and managers understand and support colleagues with neurodiverse conditions such as autism, ADHD, or dyslexia.
People strategy	The organisation's plan for supporting, engaging, and developing its workforce.
People Survey	An annual UK Civil Service survey that gathers staff views on topics including inclusion, fair treatment, and engagement.

Term	Definition
Protected characteristics	Personal attributes protected by the Equality Act 2010, including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
Public sector equality duty (PSED)	A legal duty requiring public bodies to eliminate discrimination, advance equality of opportunity and foster good relations.
ReciteMe toolbar	An accessibility tool on the Revenue Scotland website that lets users customise layout, text style, colours and have content read aloud in multiple languages.
Scottish Electronic Tax System (SETS)	The digital system used for submitting and managing tax returns for Scotland’s devolved taxes.
Scottish specific duties (SSDs)	Scottish regulations requiring public bodies to report on equality mainstreaming, set equality outcomes and publish progress.
Service users	People who interact with Revenue Scotland’s services, including taxpayers, agents, and intermediaries.
User-centred design (UCD)	A method of designing services based on research with real users to ensure services meet their needs.
User research	Surveys, interviews, testing, and other activities used to understand users’ experiences and gather evidence to improve services.



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