EQUALITY DIVERSITY & INCLUSION REPORT

SCOTLAND'S VOLUNTARY SECTOR LEADERSHIP

acosvo

For Scotland's Voluntary Sector Leaders

Contents

About ACOSVO

The Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO) is a membership organisation for voluntary sector leaders and senior staff in Scotland. We have a growing membership of over 750 leaders and this membership ranges from those who lead smaller, community-based organisations to those who head up some of the largest charities in Scotland.

ACOSVO holds a unique position being the only organisation of its kind in Scotland with its members comprising of the key decision and change makers in the sector.

By offering a wide range of services, networks, personal and professional development opportunities, and relevant member benefits, we're here to support, inspire and strengthen voluntary sector leaders at every stage of their leadership journey.

We believe that by supporting and championing the leaders of the sector, we support and champion the sector as a whole. Our aims are to:

- *Support, develop & inspire* voluntary sector leaders at all stages in their journey

- *Advance thinking* ideas and resilience for the future

- *Strengthen* connections, organisations, governance, sustainability & partnerships

Whether you are a senior manager, CEO, Chair or retired/out of post CEO of a Scottish voluntary sector organisation, ACOSVO has a membership for you. With over 750 members we offer you the opportunity to be part of a phenomenal group of leaders with a wealth of knowledge and expertise to draw upon.

For more information on what our membership offers you please visit our website www.acosvo.org.uk

acosvo

For Scotland's Voluntary Sector Leaders

Summary

Why do this research?

Previous work by ACOSVO and ACEVO (the Association of Chief Executives of Voluntary Organisations), among others, has highlighted a lack of diversity within Scotland's voluntary sector leadership. This time around, we asked more in-depth questions about life experiences to develop our understanding of the experiences that shape those in leadership roles. We hoped this would provide us with a look under the surface at how leaders' represent the experiences of the communities and people the sector supports. There is strong evidence to show that more diverse teams outperform less diverse teams (McKinsey, 2020). As such, we were interested to hear leaders' perspectives on what actions the sector could take to strengthen Equality, Diversity, and Inclusion and how we, at ACOSVO, should support leaders' to do this, as well as gain insights on what steps leaders have already taken. There is a moral and business case for increasing diversity within the workplace.

WHY ?

Who responded to the survey?

132 voluntary sector CEO's, senior leaders, and chairs in Scotland filled out our Equality and Diversity survey, with the majority of respondents being members of ACOSVO.

WHO?

What were the key findings?

Diversity

Overall, this survey continues to highlight a severe lack of diversity within voluntary sector leadership. When compared with our 2021 Wellbeing, Succession, and Diversity report there does seem to be limited progress made, however it is important to note that with only 132 responses, this report can only provide insight into a snapshot of the sector. In our 2021 survey, 80% of respondents were women, while the respondents of this survey were much more gender balanced, with 54% of respondents identifying as a woman, 40% as a man and 2% as non-binary.

WHAT ?

Furthermore, the respondents of our EDI survey were more ethnically diverse as **88% were from a white ethnic background**, compared with 96% in last year's survey. The number of **respondents who considered themselves to have a disability, health condition or learning difficulty was 24%**, compared to only 11% in the 2021 survey. This might reflect the more inclusive nature of this year's question but still, could indicate a changing environment. There was also a slight change in the diversity of sexual orientation amongst those who responded to the survey, with **79% identifying as straight/heterosexual**, compared to 84% in the 2021 survey. Again, this could reflect the more inclusive question this year.

The age profile of leaders who responded seemed to be younger than the previous years' survey, with **28% of respondents between the ages of 25 and 44**. The largest age group in this survey was 45-54 , whereas in 2021, it was 50-59 (with 34% and 43% respectively). Just **over half of the respondents had caring responsibilities** in one form or another. This survey asked questions on socio-economic background, with the question about parent occupation revealing that the **majority of leaders who responded came from a professional background (63%)**. This raises concerns about the lack socio-economic diversity within our sector's leadership. Although, the majority of respondents' parents did not attend University (61%), which provides a slightly different perspective on this issue.

Life experiences

The survey offered some important insights about the life experiences that people bring to their leadership roles. It is significant to hear that almost half of respondents said they had experienced barriers or discrimination during their career in the voluntary sector, with age and sex being chosen the most when asked which characteristics were related to said experiences. Moreover, many leaders have direct experiences with some of the hardships that are experienced by the people and communities in which the sector supports.

For example, **1/3 of respondents had experienced (at some point in their life) not having sufficient resources to meet their needs,** while for **3/5 of respondents, themselves or someone in their household had experienced feeling financially vulnerable**, with the most common cause for concern being an inability to meet their financial obligations. The majority of respondents had personal or household experience of claiming financial help or benefits (68%). 9% of respondents said they were care-experienced and 15% of respondents had experienced or been at risk of homelessness.

WHAT STEPS HAVE YOU TAKEN?

Examples in strengthening EDI

Respondents shared a wide variety of examples of ways in which they have strengthened EDI within their organisations. This included using programmes such as the young trustees scheme, accessing external support from organisations like the Centre for Diversity and writing and speaking publicly about issues of diversity.

Common challenges faced by leaders in strengthening EDI within their organisations

- Resistance to change
- Lack of understanding and knowledge on how to progress
- Attracting candidates form underrepresented backgrounds
- Lack of resources, time and space

COMMON CHALLENGES

MOVING FORWARD

Moving forward...

We want to say a huge thank you to all those who completed our survey, for being open about your experiences, sharing examples of what steps you have already taken and the challenges you've faced in strengthening EDI. We received useful actions for what the voluntary sector can do to improve EDI and suggestions to ACOSVO about how we can support leaders to progress EDI within your organisations.

In response to this survey, we have put together an action plan for what we need to do at ACOSVO. You can find this at the end of this report in more detail, but here are some of the key points below:

1) Set up a regular safe space and working group for leaders to come together and talk confidentially, and get peer support to discuss progressing EDI
2) Develop partnerships with organisations focused on equality and diversity issues
3) Share our findings with intermediary organisations and government/ funders
4) Signpost our members to useful training on EDI
5) Platform and increase the visibility of leaders who face marginalised issues

Part 1: Understanding the profile and lived experiences of those in voluntary sector leadership

Location

The following figures show where the majority of respondents' organisations are based.

39%
across Scotland

23%
City of Edinburgh

10%
Glasgow city
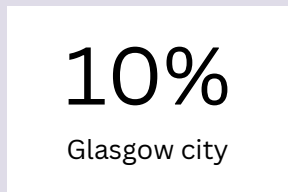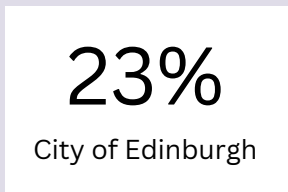
These localities are consistent with our traditional membership base, which has been in the central belt, with the largest number of leaders' being based in Edinburgh. As a result of the global pandemic, we utilised online technology more, which has allowed us to begin expanding our geographical reach. We are looking at how we can adapt our work to have a more national approach.

Gender identity

Prefer to self-describe
4%

Man
40%

Non-binary
2%
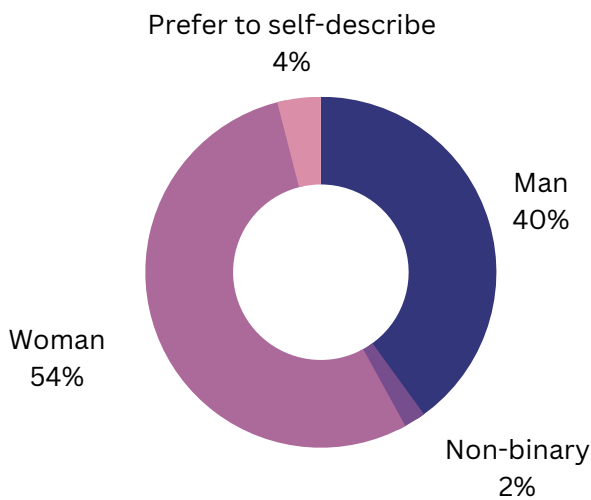
Woman
54%

This survey demonstrated a gender balance of respondents, with 40% of respondents identifying as a man, 54% as a woman and 2% as non-binary. The higher number of women is reflective of the workforce. SCVO's state of the sector shows that in 2020, 64.5% of the paid workforce were women.

Furthermore, a follow up question on trans history, showed 2% of respondents identified as trans.

Sexual orientation

The majority of respondents identified as straight / heterosexual (79%). While, 14% of respondents identified as a sexual orientation other than straight / heterosexual. The other 7% of respondents preferred not to disclose this information or preferred to self-describe.

Age diversity

Most leaders who responded to this survey were aged between 45 and 64 (66%). Almost 1/3 of respondents were between the ages of 25 and 44. Could this indicate the age profile of the sector's leadership is becoming more distributed?

Our research on succession in 2021 showed that 50% of leaders were looking to leave their roles within the next 5 years. Does the 'great resignation' that seems to be taking place, create space for the next generation of leaders to be coming through the pipelines?
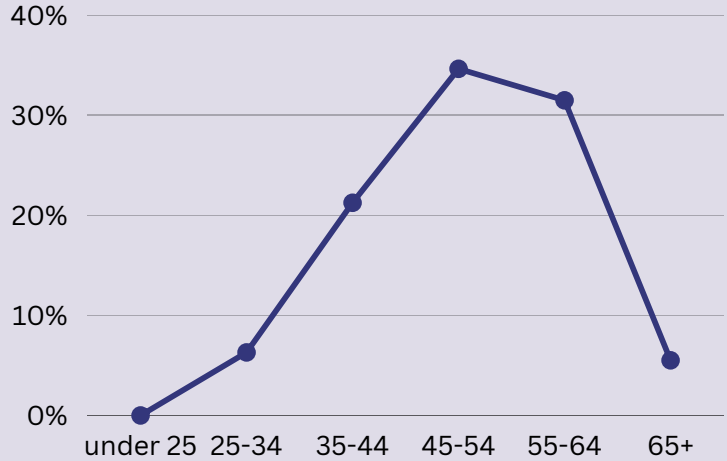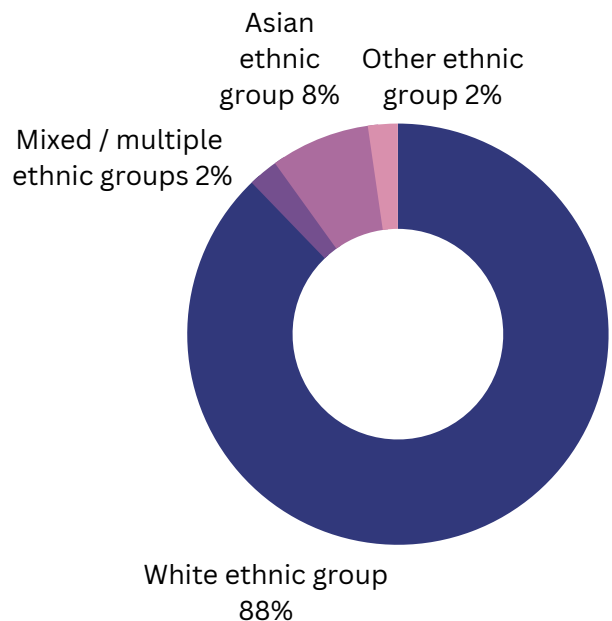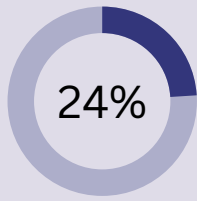

Ethnic diversity

The vast majority of voluntary sector leaders in Scotland identified as White (88%). The proportion of leader respondents from Black, Asian and Minoritised Ethnic (BAME) backgrounds was 12%, however, no respondents identified as from a Black, African or Caribbean background.

This survey shows signs of a more ethnically diverse Scottish picture, compared to other recent surveys such as ACEVOs pay and Equalities 2022 (only CEOs) with 95% of respondents from a white ethnic background and ACOSVO's 2021 Wellbeing, Succession, and Diversity survey, with 96%. However, it continues to show the distinct lack of diversity at the leadership level.
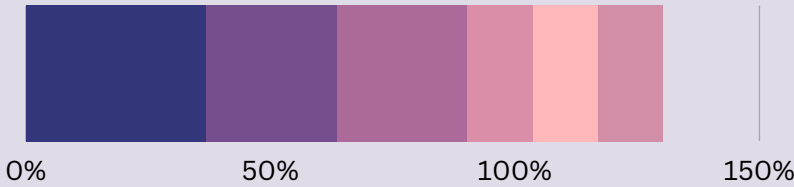
There is a need to gather more comprehensive and regular data on ethnic diversity in Scotland's voluntary sector leadership, to ensure we have an accurate picture of the context.

Asian ethnic group 8%

Other ethnic group 2%

Mixed / multiple ethnic groups 2%

White ethnic group 88%

Disability, health condition or learning difficulty

24% considered themselves to have a **disability, health condition or learning difficulty**

0%   50%   100%   150%

- ■ 37% 'Unseen' disability
- ■ 27% Long-term illness
- ■ 27% Neurodivergent
- ■ 13% Mental health condition
- ■ 13% Physical disability
- ■ 13% Deaf/hearing impairment

This figure is representative of the sector workforce, with 22.6% identifying as having a disability, in 2020, according to SCVO's state of the sector report.

Overall, the voluntary sector has the largest proportion of people who considered themselves to have a disability, compared with other sectors.

Amongst respondents, these were likeliest to be 'Unseen' disabilities such as Asthma, Diabetes and Epilepsy (37%) and Neurodivergent and long-term illness (27%).
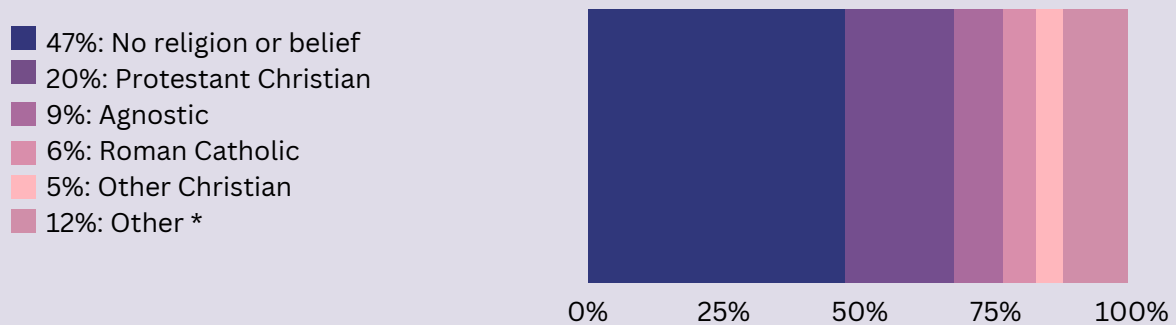
Highest level of qualifications

- ■ 2% Lower secondary school
- ■ 3% Higher secondary school
- ■ 9% College
- ■ **27% University degree**
- ■ **52% Postgraduate, masters or professional qualifications**
- ■ 6% Doctorate or equivalent Diploma
- ■ 1% Prefer not to disclose

0%   25%   50%   75%   100%
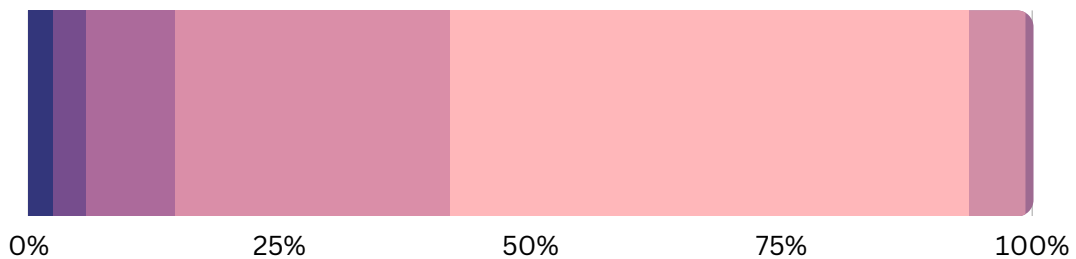
Overall, those in leadership roles across Scotland's voluntary sector are educated to university level or above. But does the sector potentially exclude and discriminate against those who do not hold the same level of qualifications as their peers, when it comes to progressing into senior leadership?

The sector should make considerations about access to leadership roles for people without qualifications. Emphasis should be continually put on growing your own talent, where people who join the sector, without qualifications, are encouraged and given opportunities to obtain relevant qualifications. Having said that, the experience that someone builds up through working their way up the charity can be as valuable, if not more, than qualifications. For jobs where it is not essential to have certain qualifications, people should be encouraged to aspire to being in senior roles, regardless of their current level of education.
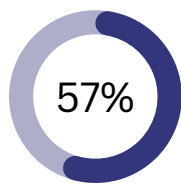
Religion / belief

■ 47%: No religion or belief
■ 20%: Protestant Christian
■ 9%: Agnostic
■ 6%: Roman Catholic
■ 5%: Other Christian
■ 12%: Other *

The majority of respondents were of no religion or belief (47%), Protestant Christian was the second highest response (20%).

*A small number of responses were received for several other religions and have been suppressed.

Caring responsibilities

57% of respondents have some form of caring responsibilities

Breakdown of caring responsibilities	
Primary carer of child/ children	**34%**
Primary carer of older person (65+)	3%
Primary carer of a child or children who is disabled or has a health condition or illness, or temporary care needs (under 18 years)	3%
Primary carer of disabled adult (18 and over)	2%
Secondary carer (another person carries out main caring role)	18%
No caring responsibilities	**40%**

Alongside their roles, over half of the leaders who responded are managing caring responsibilities, which demonstrates the importance for organisations to have flexible working options. ACEVOs 2022 Pay and Equalities survey found that 80% of CEOs were being offered flexible working options. Progress is happening, but to encourage more inclusive and non-discriminative practices for people with caring responsibilities, this figure needs to continue to rise.

Socio-economic background*

Parental occupation at age 14

63% Professional

13% Intermediate

24% Working class
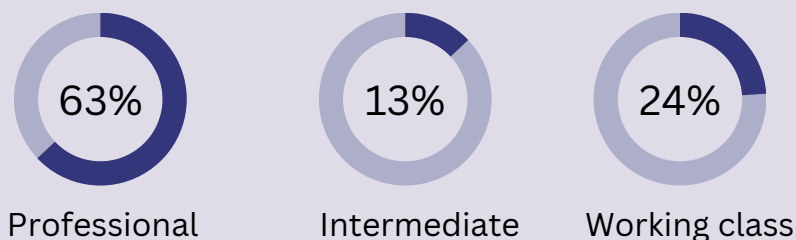
Type of school attended

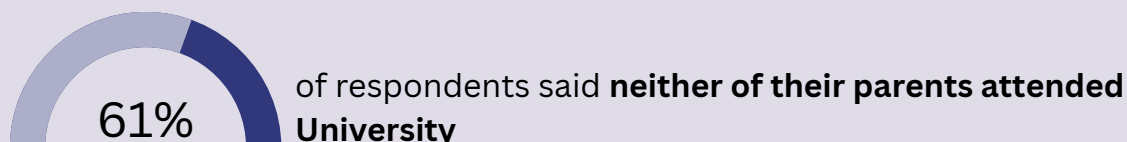**88%** of respondents went to a state-run or state funded school

Parents attend university

**61%** of respondents said **neither of their parents attended University**

The majority of leaders who responded to this survey came from a professional background (63%). This raises concerns about the lack of socio-economic diversity within our sector's leadership and **problems of social mobility within Scotland**. This issue has already been highlighted in ACEVOs 2022 Pay and Equalities survey around the lack of socio-economic diversity on boards. We are unable to compare this figure to national benchmarks because the social mobility commission has benchmark data for the socio-economic background on England and Wales but not Scotland. Therefore, more data is needed to analyse the extent of the problem.

The second question on type of school attended, however, shows a slightly different picture, with the vast majority of leaders attending a state school and only 8% of respondents stating they went to an independent or fee-paying school. Research by The Sutton Trust, called 'Elitist Britain' in 2019, showed that 7% in Scotland attend independent school. Although ever so slightly higher, this survey demonstrates that this snapshot of leaders in Scotland is representative of the general population.

*Measurements and definitions taken from the social mobility commission

Have you experienced any **barriers or discriminations** throughout your **career in the voluntary sector**?

47% of respondents said **YES**
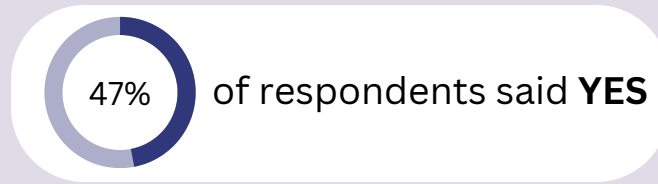
The most common characteristic of these experiences of discrimination/barriers were age (41%), sex (37.5%), socio-economic status (19.6%), and race (14.3%)*.
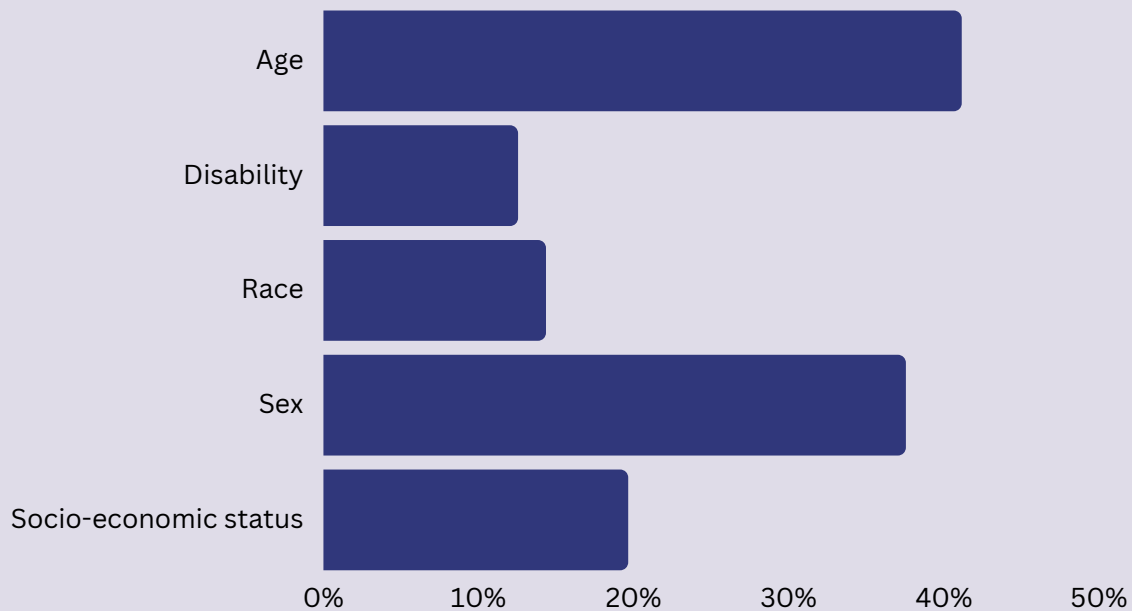
"Even though I am well educated, I struggled to secure any type of work after coming over to the UK. It was only after I've changed my name to a British-sounding one, I started receiving invites to interviews, from recruitment agencies, public and third sector organisations."

"When I had my children and chose to reduce my working hours in their early years it took a LONG time to return to the level on management I had been working in."

"not being educated 'enough' - frowned upon for not having a degree"

"Participated or been involved in a range of events/programmes where I've been the only ethnic minority and found that challenging."

"Comments on me making the tea for meetings when other male members were present"

*Other characteristics under 10% were suppressed

Have you ever
experienced not having sufficient resources
to meet your needs?
(Resources such as food, income and help)

How long ago?

32% of respondents said YES

0%	In the last year
6%	In the last 5 years
14%	In the last 15 years
17%	In the last 25 years
31%	In childhood
4%	Ongoing
8%	Other
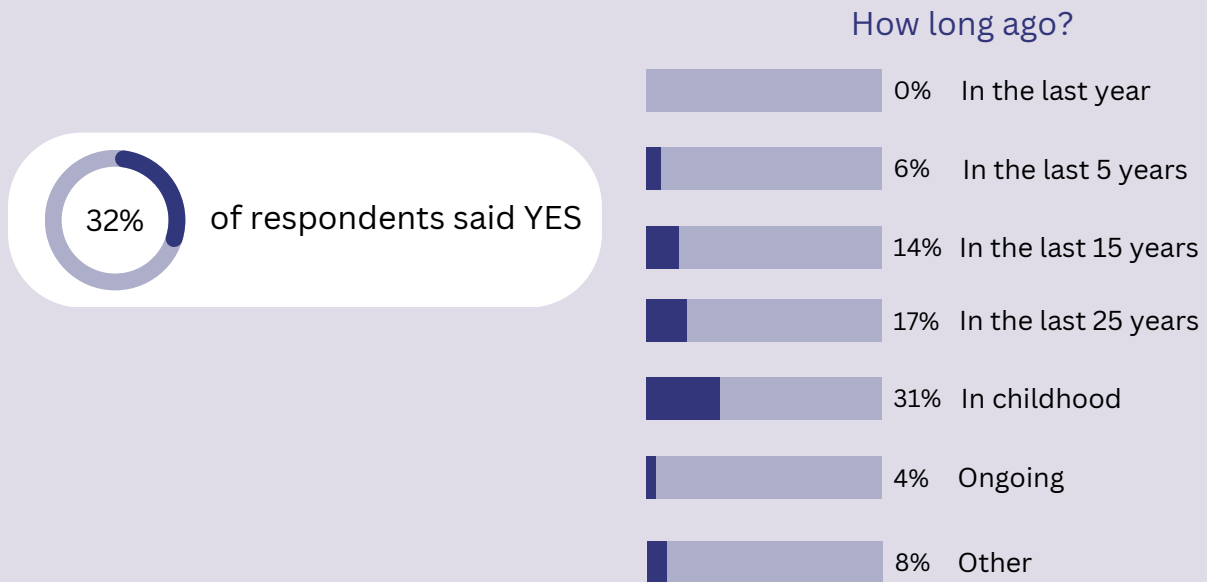
Have you or someone in your household ever felt
financially vulnerable?

61% of respondents said YES
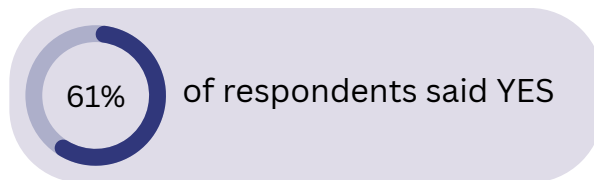
If you have answered yes to the above question, were any of the following a **cause for concern**

18%	Difficulty gaining access to nutritious and healthy food
14%	Not having a home or being able to afford a home
68%	Having a home but not able to meet the rent or mortgage
28%	Having a home but not able to meet the cost of energy to heat the home
68%	Unable to meet my financial obligations
17%	Other
6%	Prefer not to disclose
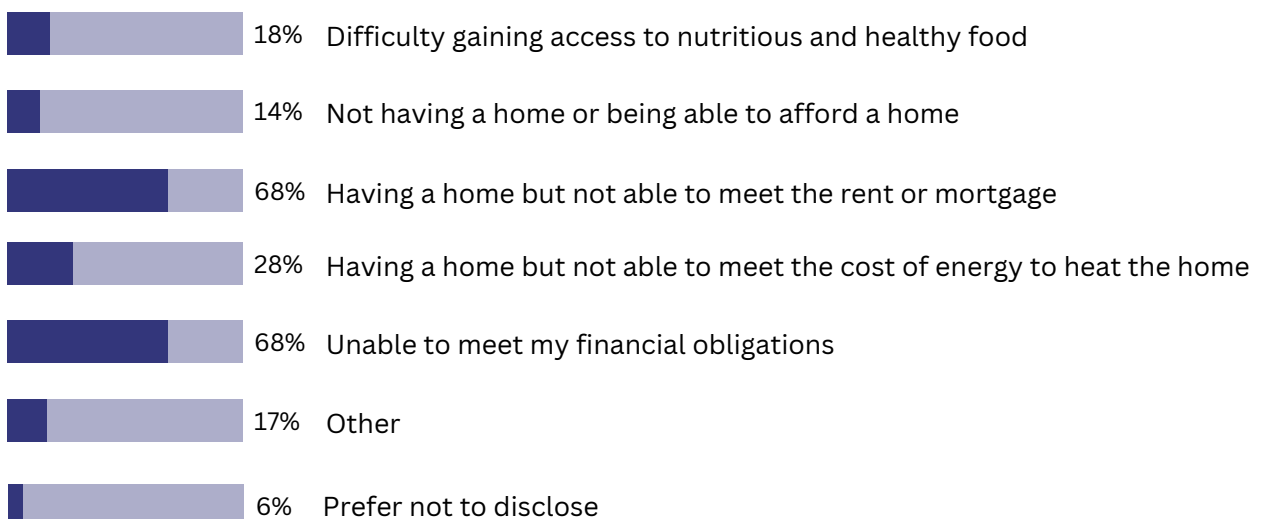
Have you or someone in your household ever **claimed financial help or benefits**?

68% of respondents said YES

Means-tested benefits

Benefit	Percentage
Employment and support allowance	~28%
Housing benefit	~21%
Income support	~18%
Jobseeker's allowance	~41%
Working and child tax credits	~27%
Universal credit	~5%

0% 10% 20% 30% 40% 50%

Non means-tested benefits

Benefit	Percentage
Bereavement benefit	~5%
Carer's allowance	~8%
Child benefit	~51%
Disability living allowance/Personal independence payment	~18%
Maternity allowance	~6%

0% 20% 40% 60%
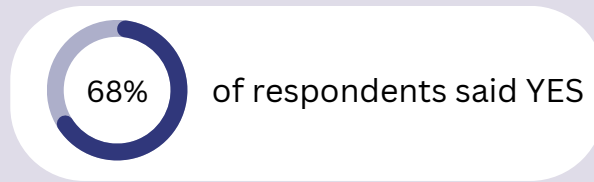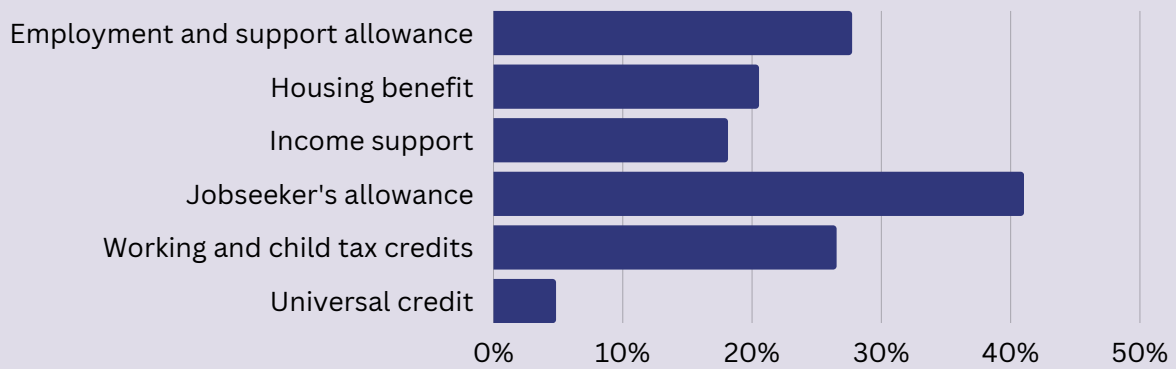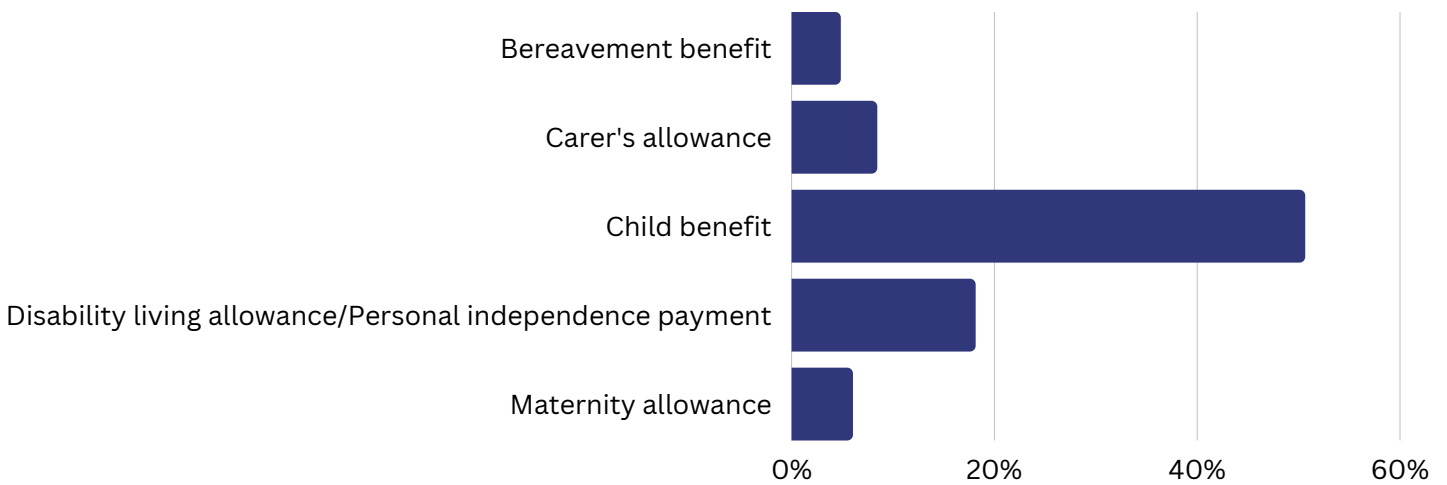
Life experiences continued
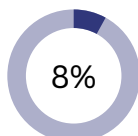
8% of respondents shared that they had experienced food insecurity

9% of respondents are care-experienced
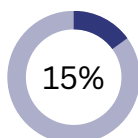
15% have experienced or been at risk of homelessness

Asking leaders questions about their life experiences has given us a better understanding of the diversity of experiences that exists across Scotland's voluntary sector leadership. There is much value that comes from leaders bringing their expertise by experience to their work. But in saying this, we are not undervaluing the work of leaders without lived experiences. There is a need for collaboration of both learnt and lived experiences within leadership of the voluntary sector. Baljeet Sandhu, in her research on The Value of Lived Experience in Social Change, highlights the importance of this below:

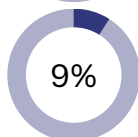"*There was general consensus that this issue is not or should not be about identifying 'deserved or less deserved' 'expertise' but about harnessing our social capital. Not having lived experience does not necessarily mean that individuals will not hold similar values and views to those who do. As a society, we have a responsibility to bring people together to share diverse skills, expertise and knowledge to effect change.*"(Page 55, Sandhu)

Sandhu summarises the value in having a diverse group of people working in the voluntary sector to drive change. This is something the sector should continue to strive for.

Part 2: Sharing examples of steps already taken & challenges leaders' face in strengthening Equality, Diversity and Inclusion

STRENGTHENING EDI

Being an organisation-wide champion for LGBTQ rights

Worked with 'Centre for Diversity' to set a baseline

Using equality impact assessment - to support system change

Doing lots of work with staff team about structural oppression

Autistic employees forum

D & I strategy and accountable officer

Used the young trustees scheme

Internal EDI surveys

Trialled open recruitment sessions to reduce barriers

Actively recruited a more diverse board of charity trustees

Anti-racist training

Race equality working group in organisation, anti-racist statement...

Identified where we are, what we need to do and defined objectives of how to get there

Fostered an open culture by being open about my lived experiences

Introduced position of non-voting youth rep to our board

Set clear and ambitious goals e.g equality outcomes like in public sector

Learned and then, put into practice, inclusive communication practices

Written/ spoken publicly about issues of diversity

Main challenges faced by leaders, in their efforts to strengthen equality, diversity and inclusion

Resistance to change

- The most common challenge faced by respondents in their efforts to strengthen EDI within their organisations was a resistance to change. Resistance to change is a reluctance to accept a new way of thinking, a new environment or new processes.
- Most of the respondents referenced this happening at the board level. While, others did not specify.
- This resistance came in many different forms, from a resistance to proactively learning about minority groups, to concerns over seeming 'too political' in their approach or to a perception that EDI is not an urgent issue in Scotland.

Lack of understanding and knowledge on how to progress

- There was a lack of understanding and knowledge for some leaders on how to progress, which can lead to feeling somewhat paralysing.
- Some shared that although people in their organisations are on board with EDI, that there is sometimes a lack of know how.
- This was also related to a 'fear' that some people have about doing things wrong or making mistakes, which can prevent organisations taking real action.

Attracting candidates from underrepresented backgrounds

- Another common challenge that leaders' face when strengthening EDI is the knowledge on how to attract candidates from diverse backgrounds.
- Some leaders comment that despite making real efforts to specifically target recruitment towards people from underrepresented groups, they are not making the progress as they'd hoped.
- This may also relate to the lack of diverse role models within leadership, which is an issue that has been raised many times before.

Lack of resources, time and space

- It's no surprise that the final common response by leaders to the question on challenges was a lack of resources, time and space.
- Some felt funders should be providing more financial support in this area of work.
- Others' commented on how continual improvement is key, even if in small steps. An approach that is important especially when lack of resources is a barrier to action.

Part 3: Moving forward... recommendations to the voluntary sector and ACOSVO's Action Plan

What **actions** do you think are needed to **improve equality, diversity and inclusion** in the Scottish voluntary sector?

We asked leaders this question to hear what suggestions they had for the voluntary sector. There were over 63 responses and we have grouped the most common into 7 different themes below.

Better inclusion and opportunities for people from diverse backgrounds

There were different examples of how the sector could go about doing this, from offering paid internships to underrepresented groups to ensuring there are different ways people can get involved with an organisation easily. Other respondents suggested a real effort to recruit a more diverse workforce, that includes providing support to make that possible.

Another respondent said to avoid gesture and box ticking, and genuinely promote openness and be accommodating to individual people's needs. A different action suggested was raising awareness of the opportunities within the third sector to those communities that are not represented sufficiently.

Sharing experiences

Respondents suggested the voluntary sector as a collective could do more to facilitate discussions on real life experiences of discrimination, and learnings from that, as well as sharing experiences to develop knowledge. Respondents were interested in the voluntary sector show casing successes of improving EDI but also, being more transparent about the challenges. Other respondents suggested network opportunities to meet and learn from others who are doing this well. There is a role here for intermediary organisations to take the lead on this.

Training and education

Training and education was noted as proactive measures the sector can take, however, this should not simply stop at unconscious bias training. There is growing evidence to show that unconscious bias training is not an effective tool for improving EDI, because it does not create long-term behavioural change. This evidence led to the government's civil service phasing out the training in 2020. Respondents criticised unconscious bias training as fundamentally flawed, and instead, suggests that education should focus on addressing structural and systemic issues such as structural oppression, which is the idea that society disadvantages people because of certain aspects of their identity.

Other respondents suggested training and support aimed at helping leaders to understand their role in driving change. It was also highlighted the need for more access to affordable training, and training that provides a better understanding to human rights and equality issues. In particular, training on race, trans and sexuality issues. Others suggested specific training and awareness for trustees.

Clearer pathways into leadership for under-represented groups

It was highlighted that there is a need for creating accessible pathways into leadership for under-represented groups. Another suggested action here was for the sector to create greater links with colleges and universities to attract young leaders into the sector.

What **actions** do you think are needed to **improve equality, diversity and inclusion** in the Scottish voluntary sector?

More visibility for diverse leaders and increase diverse role models

Better visibility and support for staff and leaders from diverse backgrounds is a key action, more visibility can be achieved through various methods including publications, media, panels and conferences. Lived experience brings expertise and value to organisations but it's important that improving EDI is a collective action and individuals have more to contribute than being the resident expert on the barriers they face.

It's acknowledged that more diversity at senior levels is needed. Normalising a diverse senior team and ensuring more visibility of diverse role models may encourage people from all backgrounds being able to see themselves in a variety of roles.

Conduct analysis of barriers

Respondents who highlighted this action, put forward the need for a more systematic analysis of where the barriers to inclusion are, which should then be followed by structured approaches to overcome them. Some suggest it is important to look at diversity barriers from many different perspectives within the analysis. For example, how class can be an inhibitor to senior positions in the voluntary sector or addressing the systemic discrimination by omission against neuro-divergent people.

 Furthermore, others suggest taking an intersectional approach (i.e. looking at how different aspects of a persons' character or identity combine to create overlapping disadvantages and privilege), and genuinely seeking inclusion for those who are most marginalised. Another respondent suggests an audit document for organisations to see where we need to improve with suggestions of how to do this.

Looking inwards: ACOSVO

We checked in with leaders across the voluntary sector, both members and non-members of ACOSVO, to help us understand where we are, where we need to go from here and how to get there.

How **diverse** do you think ACOSVO's membership is? (*0 = not diverse at all and 100 = highly diverse*)

50%
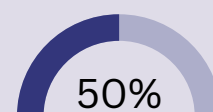
How **inclusive** do you feel ACOSVO are as a membership organisation? (*0 = not inclusive at all and 100 = highly inclusive*)

70%

What do these percentages mean?

- When we asked the question, on a scale of 0-100%, how diverse do you think ACOSVOs membership is, the average response was 50%. This indicates that overall the outlook of respondents is that ACOSVO's membership is 'somewhat diverse'. We understand that this question could come across as oversimplifying the issues and that in reality, the journey of strengthening diversity is continual and does not have an end point, however, we felt it was important to hear from the perspectives of leaders' in the sector. By identifying where we are at present, we can see there is much to do to address diversity issues within our membership and within the leadership of the sector. On the next page, our action plan will be detailed.

- When we asked the question, on a scale of 0-100%, how inclusive do you feel ACOSVO are as a membership organisation, the average response was 70%. This indicates that the outlook of respondents is that ACOSVO are an inclusive membership organisation, although we still have a way to go to becoming highly inclusive. We are also wary that the majority of respondents of our survey were members of ACOSVO, who may be more likely to say we are inclusive. It is also important to note that being considered inclusive is much easier to achieve when there are lower levels of diversity. If ACOSVO had a more diverse membership would we still be considered as *inclusive?* We are interested in building better feedback loops with members and non-members, to continually develop our understanding of how we can adapt our ways of working to become more inclusive.

Our Action plan

1) Set up a regular safe space and working group for leaders to come together and talk confidentially, get peer support to discuss progressing EDI

Many leaders shared that they would appreciate a safe space where they could have conversations about their EDI strategy and share ideas and challenges with one another. This is leaning in to what we as an organisation already focus on, providing opportunities for leaders' to access peer support. This will also help leaders address some of the key challenges such as lack of understanding and knowledge on how to progress.

2) Develop partnerships with people & organisations focused on equality and diversity issues

Collaboration is key and we know there are many organisations who are doing great work addressing equality and diversity issues already. We are interested in building partnerships with people and organisations to develop our knowledge and work together to remove barriers for underrepresented groups into leadership.

3) Share our findings with other intermediary organisations and funders

Similar to the above point, working together is key. Intermediary organisations have influence across the voluntary sector, to take the lead in addressing challenges such as 'resistance to change'. Another common challenge was the lack of resources within the sector, therefore it is important to share our findings with funders, to help direct more funding efforts to address equality and diversity issues within the sector.

4) Increase our engagement with and visibility of leaders who face marginalised issues

It is our responsibility to do more to platform leaders who face marginalised issues, through our conferences, events and services.

5) Sharing good practices and learning

We are going to explore different ways of sharing good practices and learning around EDI with our members and wider network, including signposting to existing training programmes. This was a popular suggestion to the sector and to ACOSVO, for how we could be supporting leaders with strengthening EDI.

ACOSVO's Reflection

Thank you for taking the time to read ACOSVO's 2023 Equality, Diversity & Inclusion report, I hope, like us, it has given you much to think about and encouraged you to consider your role in creating a truly diverse and inclusive voluntary sector.

At ACOSVO we acknowledge our pivotal role to listen, support and challenge and we commit to progressing the action required and will hold ourselves to account. We will do this with leaders, partners and other organisations and will be transparent about our progress.

It was distressing to read about the significant number of our colleagues who have experienced discrimination and we want to thank you for your courage and honesty. Your insights have deepened our understanding and given direction on what we need to do next. Fundamentally they have amplified the importance of our role as leaders to inspire the action that must be taken.

You identified the barriers to strengthen equality, diversity and inclusion as resistance to change, lack of understanding and knowledge on how to progress, attracting candidates from underrepresented backgrounds and a lack of resources, time and space. Within this report ACOSVO's Action Plan lays out how we will support and work alongside you to abate these key areas to accelerate progress.

Collectively, as the leaders of the sector we have a significant role to play in realising this change. We can only do this by working together, learning from each other and acknowledging that we need to do more to realise our ambitions of a truly diverse and inclusive voluntary sector.

Lucinda Godfrey
ACOSVO CEO

Katie Docherty
ACOSVO Chair &
Chartered Institute of Fundraising CEO

Resources

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For Scotland's Voluntary Sector Leaders

Contact us

Unit 44/RU37 1st Floor
Ocean Terminal Shopping Centre
98 Ocean Drive
Edinburgh
EH6 6JJ

office@acosvo.org.uk
www.acosvo.org.uk
0131 5108940