



**Ethical Standards  
Commissioner**

# **Public Appointments**

## **Annual Report 2024/25**

0131 347 3890

[appointments@ethicalstandards.org.uk](mailto:appointments@ethicalstandards.org.uk)

[www.ethicalstandards.org.uk](http://www.ethicalstandards.org.uk)

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*This report is available in alternative formats on request by telephoning 0131 347 3890 or by emailing [info@ethicalstandards.org.uk](mailto:info@ethicalstandards.org.uk).*

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# Introduction

The Commissioner for Ethical Standards in Public Life in Scotland, known as the **Ethical Standards Commissioner**, regulates how Scottish Ministers make appointments to the boards of public bodies that are within our remit.

The Commissioner's statutory functions in relation to public appointments are to:

- prepare, publish and, as necessary, revise a Code of Practice for Ministerial Appointments to Public Bodies in Scotland (the Code)
- issue guidance on the Code and promote compliance with it
- examine the methods and practices employed by the Scottish Ministers when making appointments
- investigate complaints about how an appointment was made
- report to the Scottish Parliament instances of material non-compliance with the Code; the Commissioner may direct the Minister to delay making the appointment until Parliament has considered the report.
- prepare and publish a strategy for ensuring that appointments, and recommendations for appointment, are made by the Scottish Ministers in a manner which encourages equal opportunities.

The Commissioner is to exercise these functions with a view to ensuring that appointments are made fairly and openly and to allow everyone, where reasonably practicable, the opportunity to be considered for an appointment.





# Summary of the year

It has been another busy year within public appointments – this one covering the first year of our strategic plan 2024-28.

Listed below we highlight some of the actions from our Business Plan that we completed in the year, these being designed in turn to help us achieve the objectives in our strategic plan:

- We ran a successful tender process to secure a contractor to undertake the review of the diversity strategy, and this work is in progress with a “State of the Nation” report recently published. The report is already being used as a starting point for conversations about what the revised strategy should look like.
- We ran a successful tender process to secure two new Public Appointment Advisers (PAAs) to join the current cohort.
- We revised our practices for amalgamation and reporting of public appointments data, making it more accessible and useful.
- We commenced a thematic review looking into time commitment and other aspects of board roles and have published the results.
- We published new good practice case studies and snippets.
- We surveyed applicants on their experience of the public appointments process and panel chairs and body chairs on the contribution made by our PAAs to the process.
- We supported Scottish Government officials who are involved in the public appointments process through the provision of advice, guidance and training.

The 2022 Code is still bedding into the public appointments processes, and we are continuing to support Scottish Government officials with capitalising on the flexibility that it affords. We did experience some challenges during the year relating to turnover in the Scottish Government’s public appointments team (PAT). We sought to support them during this challenging period, as when they are stable, they can add significant value. Part of the problem attached to this turnover is the clear loss of corporate memory and the impact this has on the adoption and roll out of good practice. The Scottish Government should have a



system in place to address this so we will continue to make our expectations in this area clear.

Nonetheless, we also continue to see some good progress in relation to practices which have been encouraged through application of the 2022 Code.

All panel chairs undertaking the rounds covered in [Appendix 3](#) were trained on the Code of Practice in advance of taking on the role. This mandatory training was introduced by the 2022 Code. We also continue to see panel chairs providing end of round reports, including some good reflection on what went well or could provide learning opportunities for future rounds. This is also a mandatory requirement introduced by the 2022 Code. We have included a section later in the report to explain some of the information that we have gleaned from these reports.

The current demographic profile of Scotland's public body boards continues to be encouraging. Boards are now reflective of the female population and the Lesbian, Gay and Bisexual (LGB) community. Black and Minority Ethnic (BME) board members are close to reflecting the Scottish population (6.06% compared to census data of 7.13%) When sourcing the statistics this year, we realised that the way in which the demographic figures had been calculated in previous years was slightly different to the way in which we had requested and had presented them in our reports. We explain what impact this has had in the next section of this report.



**Ian Bruce**  
*Ethical Standards Commissioner*

# Improving Diversity on the Boards of Public Bodies

We have a statutory duty to use our powers with a view to ensuring that appointments are made fairly and openly and that as far as possible everyone has an opportunity to be considered for these very important roles. As part of our work in this area, the Commissioner agreed targets with the Scottish Ministers in the strategy document “Diversity Delivers” (published September 2008), intended to encourage applications from as wide a range of people as possible.

The Commissioner has included a refresh and update of the diversity strategy in the [Strategic Plan 2024-2028](#) and work is underway to complete this piece of work undertaken by an independent contractor [Leading Kind](#).

The following tables and graphs show the extent to which Scotland’s board members at the end of 2024 reflect the population of the country as a whole and how it has changed over time.

## Current demographic profile of Scotland’s boards During the year to 31 December 2024

There is no objective or set targets for the demographic profile of protected characteristics on boards to reflect the Scottish population. However, tracking this baseline is helpful for understanding whether activity taken to improve diversity is being effective.

Historically, we have reported that the demographic profile of board members excluded those who did not make a declaration. With the provision of this year’s data from the Scottish Government, we have discovered that this has not in fact been the case and that the data they were providing to us previously included those who did not make a declaration in the total number of members. We have agreed a new

approach with the Scottish Government to ensure like for like figures are provided from now on.

As can be seen in table 1, this may therefore look as though some significant strides have been made, particularly in cases where there are low numbers (chair positions for example). It should be remembered that the baseline for information has been calculated slightly differently. Nevertheless, it is encouraging to see that all groups have achieved some increases with female board membership and Lesbian, Gay and Bisexual (LGB) fully reflecting the Scottish population. Black and Minority Ethnic (BME) members are just over one percentage point away from being reflective of the Scottish population, but there is some way to go yet for disabled and younger members on board to be fully reflective of society. Figures are also available for those declaring a trans status, but are too low to report.

Table 1

Target Group	Change in board membership profile	Profile of board members at 31 December 2024†#	Profile of board members at 31 December 2023†	Scottish Population (2022 Census)
Female	2.39%	52.95%	50.56%	51.41%
Disabled	1.18%	12.13%	10.95%	24.10%
BME††	1.02%	6.06%	5.04%	7.13%
Aged 49 and under	4.86%	23.36%	18.50%	49.00%*
Lesbian, gay, and bisexual	0.28%	5.61%	5.33%	4.04%


† All board members inclusive of the chair unless otherwise stated.  
†† BME figures reflect people from a non-white minority ethnic background  
# Percentages do not include those who did not make a declaration  
\*Scottish Population aged 18 to 49 as a percentage of the whole population aged 18 and over


Current demographic profile of Scotland’s boards

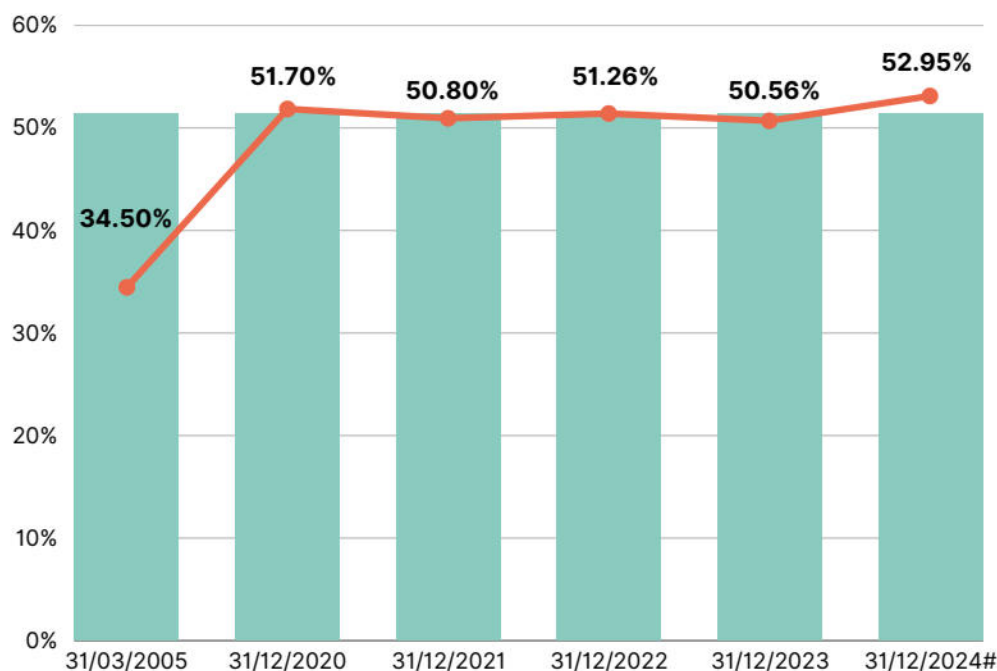


## How the demographic profile of Scotland's boards is changing

as at 31 December 2024


 % women in the Scottish Population (2022 Census)


 % female board members

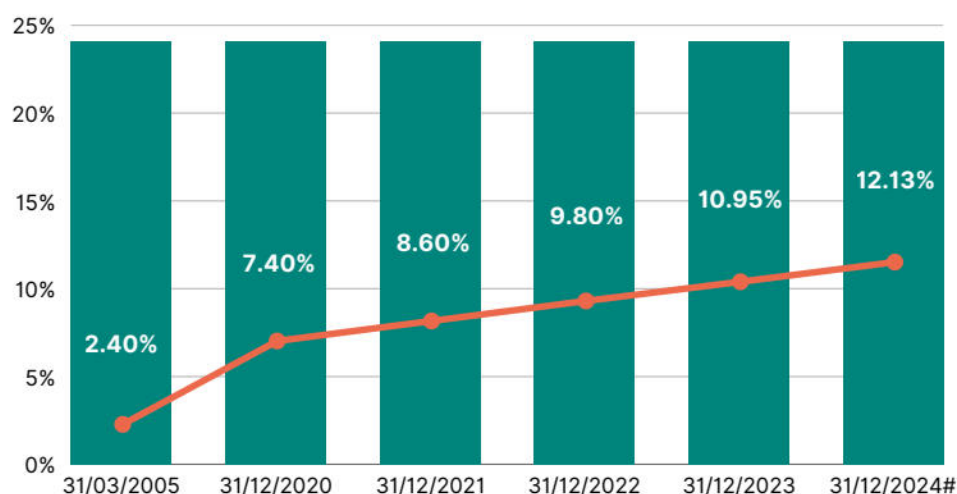


# Percentages do not include those who did not make a declaration

**Figure 1.** Proportions of female board members on all regulated boards (inclusive of chairs) against the proportion of women in the Scottish Population (51.40%) according to the 2022 Census.

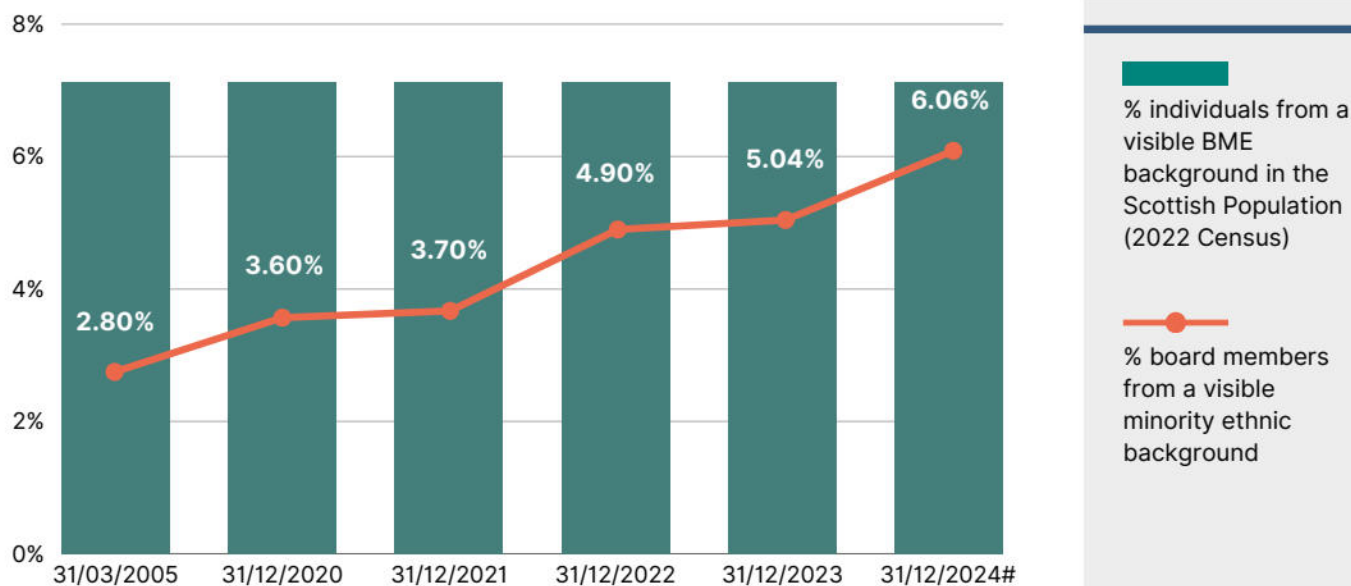
 % individuals with a declared disability in the Scottish Population (2022 Census)

 % board members with a declared disability



# Percentages do not include those who did not make a declaration

**Figure 2.** Proportions of board members on all regulated boards with a declared disability (inclusive of chairs) against the proportion of individuals with a declared disability in the Scottish Population (24.10%) according to the 2022 Census



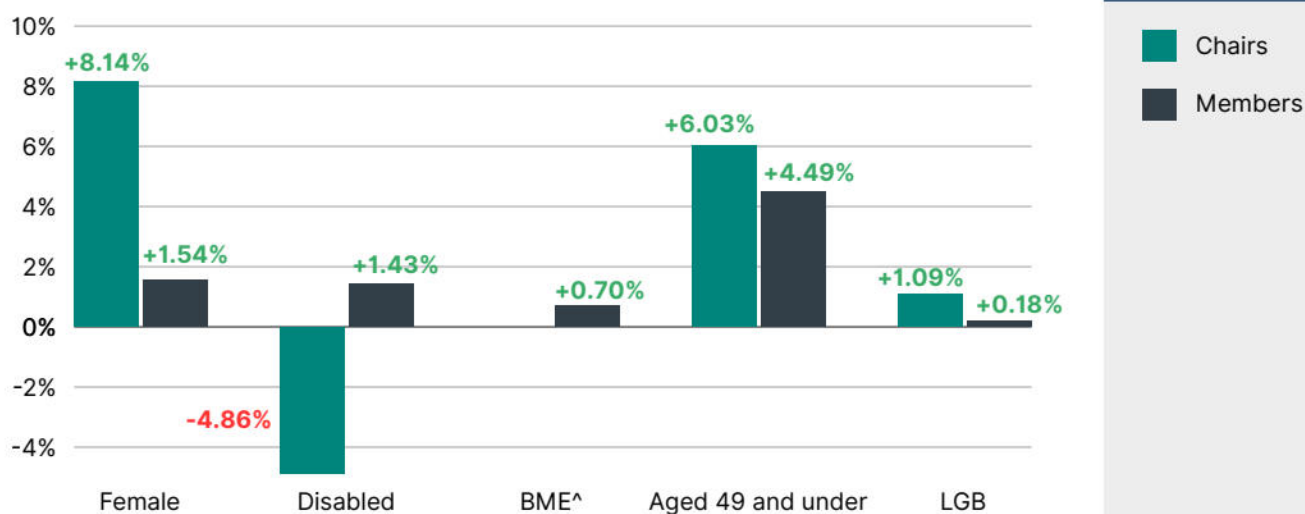
# Percentages do not include those who did not make a declaration

**Figure 3.** Proportions of board members on all regulated boards from a visible BME background (inclusive of chairs) against the proportion of individuals from a visible BME background (7.13%) according to the 2022 Census

## Profile of chairs and board members

During the year to 31 December 2024

The Commissioner is keen to see progress not just for board membership overall, but also among those who take up a chair position. It is good to see progress being made in the increasing percentages of women and younger people who are taking up chair roles. It is hoped that learning can take place to encourage similar progress in other areas.









^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

**Figure 4.** Differences in profile of board chairs and members from 2023 to 2024 by target group

- Chairs
- Members

**Table 2.** Profile of board chairs and members from 2022 to 2024 by target group

Target group	Profile of the board at the end of						Scottish Population (2022 Census)
	2024#		2023		2022		
							
Female	55.50%	52.59%	47.36%	51.05%	40.22%	52.89%	51.40%
Disabled	9.87%	12.45%	14.73%	11.02%	10.87%	9.65%	24.10%
BME††	6.16%	6.04%	^	5.34%	^	5.46%	7.13%
Aged 49 and under	12.34%	24.91%	6.31%	20.42%	7.61%	21.06%	49.00%*
LGB	7.40%	5.36%	6.31%	5.18%	5.43%	5.31%	4.04%

††BME figures reflect people from a non-white BME background

\* Scottish Population aged 18 to 49 as a percentage of the whole population aged 18 and over.

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

# Percentages do not include those who did not make a declaration

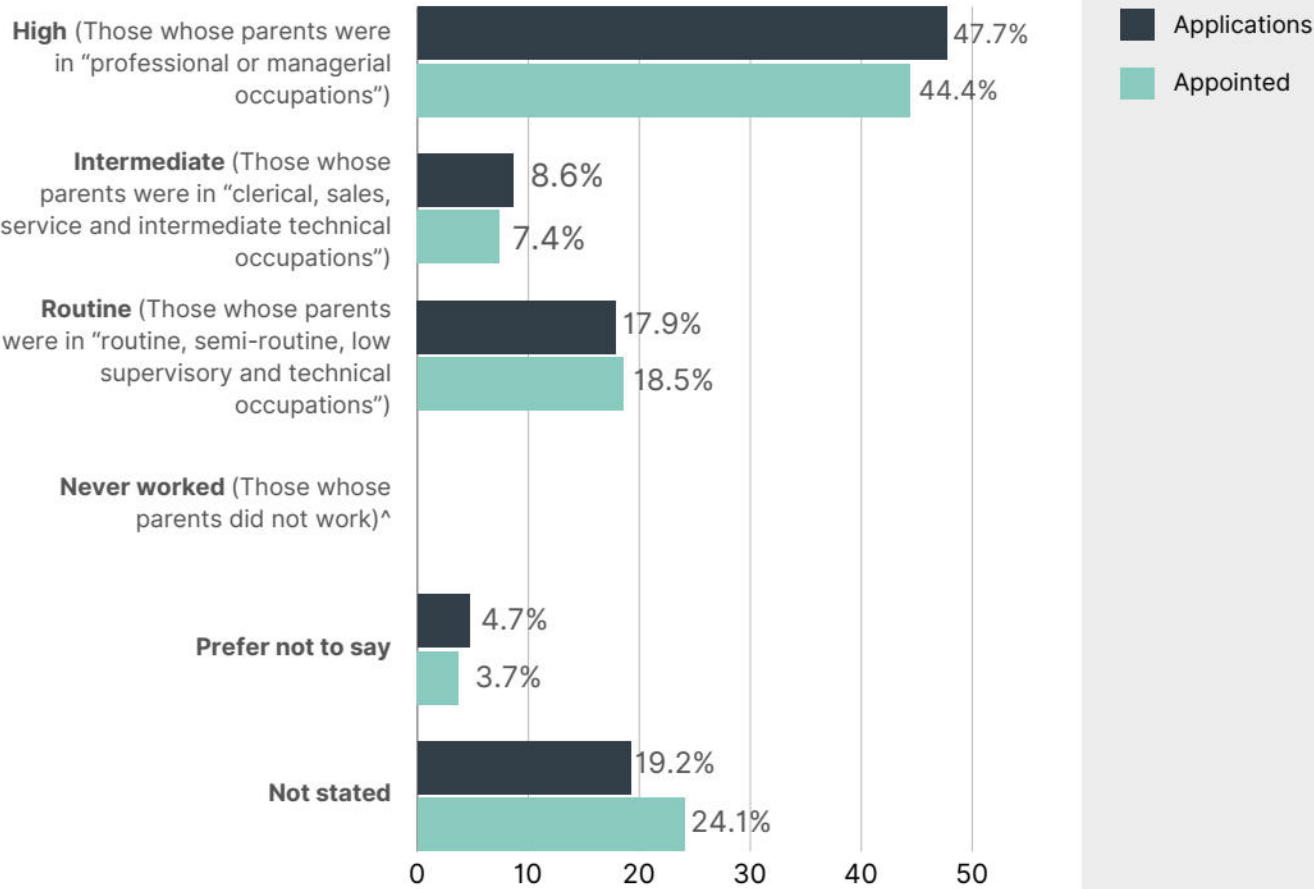
## Socio Economic Information

In previous years there has been interest in understanding some wider aspects of diversity and how these are reflected (or not) on Scotland's public body boards. As such, we previously asked the Scottish Government to record information on household income and sector worked (or most recently worked) in in order for us to report on these figures. In December 2021, Scottish Government officials introduced a new system for tracking applicants. This was introduced for all Scottish Government recruitment and included public appointments. Standard monitoring questions were introduced for all applicants using the system and these did not include the previously asked bespoke questions about household income or sector worked in. Instead, from February 2023, the Scottish Government introduced a socio-economic background question to the diversity monitoring form; the style of the question is based on evidence from the [UK Social Mobility Commission](#) which suggests that if you are to ask one socio-economic background-related question, then parental occupation is the most effective one for determining status. This is an aspect of diversity that there is public interest in.

As this information is still new in being collected, figures for the overall demographics of those on boards (only including those appointed from



February 2023 who were prepared to answer the question) were too low to report this year. The situation should improve year on year as successful candidates continue to be asked the question, and we will seek to report on this as soon as the numbers are significant enough to provide meaningful information. We have been provided with data about applications and appointments related to this question and have provided the limited available information here instead. This information relates to appointment rounds conducted in 2024 (as listed in [Appendix 3](#)).



^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals

**Figure 5. Socio-economic status and applicants and appointees in 2024**

The question asked of applicants is "What was the occupation of your main household earner when you were about aged 14?" The high level of "not stated" responses has been attributed in part to the fact that the question did not begin to be asked until part way through the year.

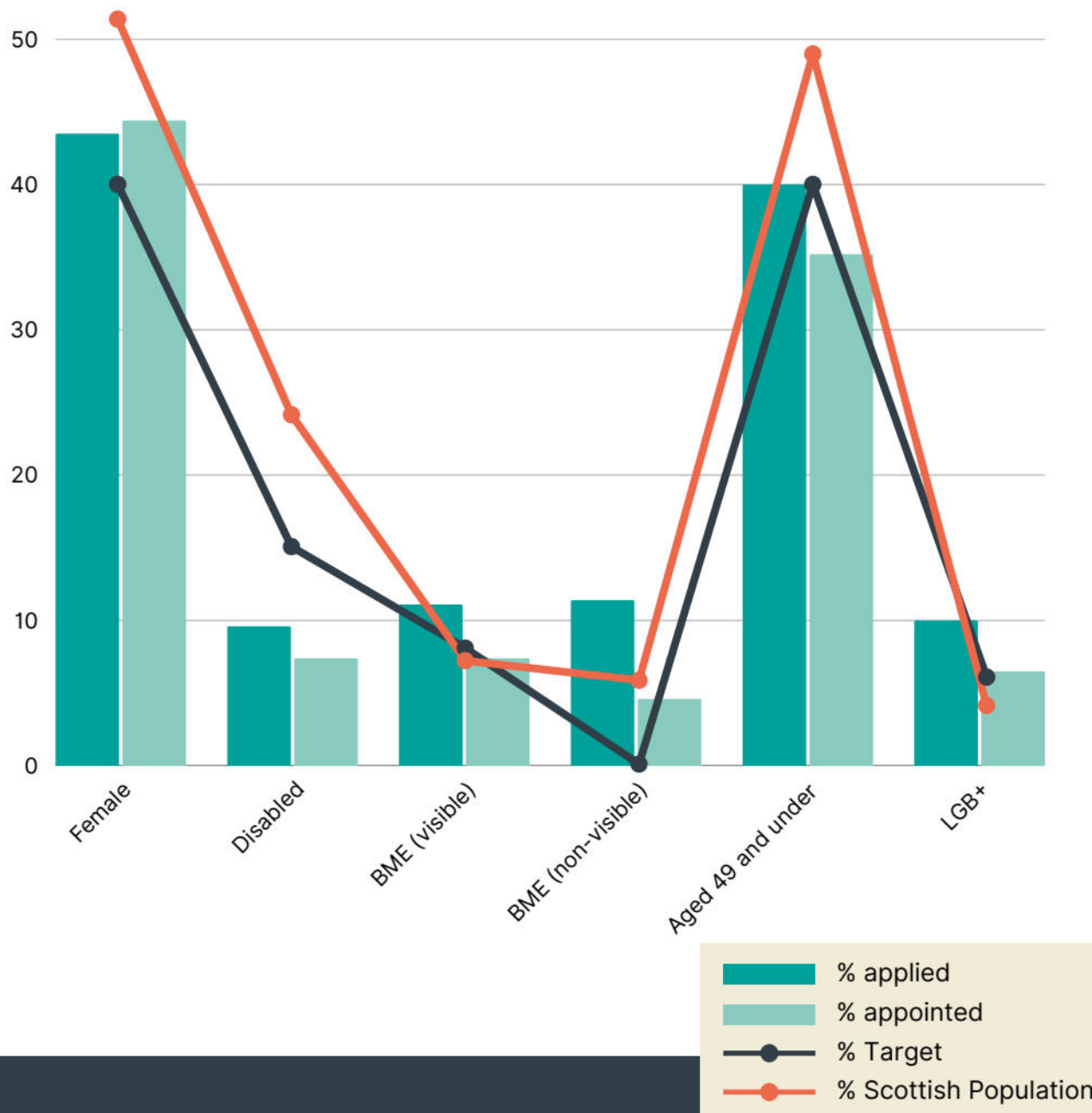
## Widening the definition of diversity (seeking attributes different to skills, knowledge and experience)

The 2022 Code of Practice introduced the opportunity for Ministers to consider attributes required for an appointment which were wider than skills, knowledge and experience. This allows for example, a Minister to request someone who lives or works in a geographic area served by the board, or to include values in person specifications which are important to the work of the public body.

The applicant packs for the appointment rounds conducted during 2024 (as outlined in [Appendix 3](#)) were analysed and the following provides a summary of examples of something other than skills, knowledge and experience being sought.

Three packs were not available to analyse.

- All Health board rounds (15 in total) sought evidence to assess applicants against NHS Values
- Three rounds required applicants to hold a specific qualification or be a member of a professional organisation (these were largely legal bodies with the requirement set out in the founding legislation)
- Ten appointment rounds sought evidence of the applicants' "passion for" or "strong commitment to" (or other similar wording) something related to the work of the body. For example for sportscotland applicants were asked to demonstrate "Passion for sport and awareness of how sport is structured in the UK, and in particular how it promotes equality and social change". The indicators for these requirements were often based around a high level of knowledge of the subject area and an ability to inspire others to share their commitment.
- No appointment round requested a geographic location.



## Performance against Diversity Delivers targets 2024

The chart above shows the percentage of applications and appointments in 2024 by each target group as set out in Diversity Delivers. This information is provided by the Scottish Government and relates to a calendar year.

All information in the section on applications and appointments, includes applicants who have declared "not stated" unless indicated otherwise.

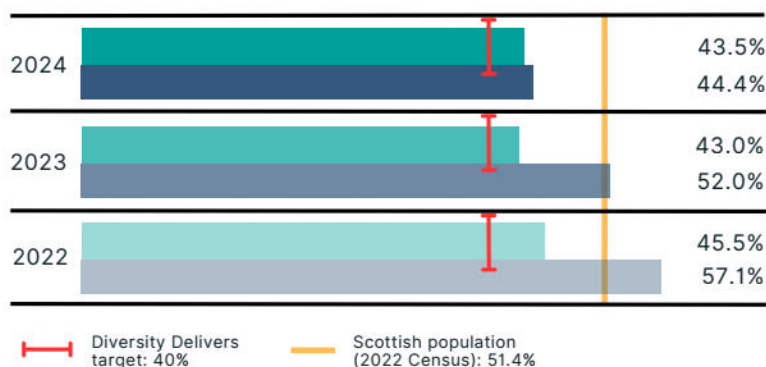


We have continued to see gradual increases across most of the groups over the past 3 years and the percentage of applications (other than for disabled applicants) have largely reached or surpassed the target set. Figures for those applying and being appointed who have a Trans history continue to be too low to report. Women continue to be the only standalone group who are more likely to be successful when they apply (although this was also the case for disabled applicants in 2023).

Applications  
Appointments

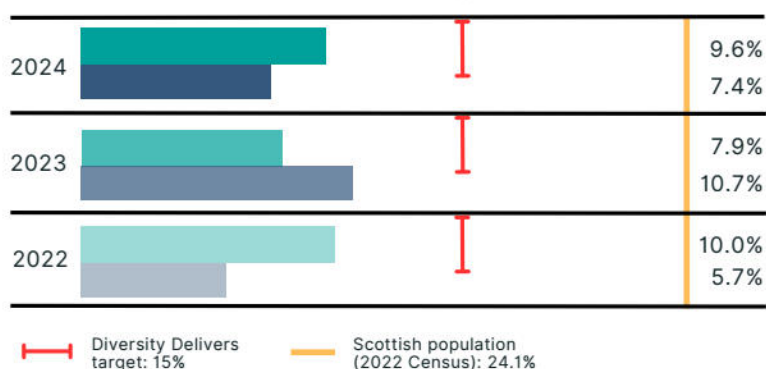
#### % applications by/ appointments made to women

**+0.5%**



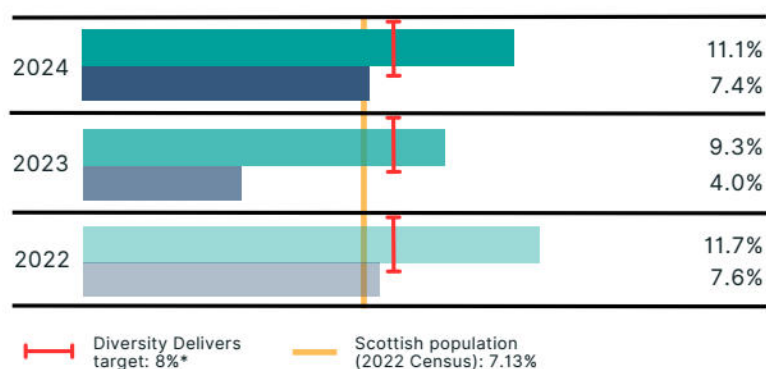
#### % applications by/ appointments made to candidates with a declared disability

**+1.7%**



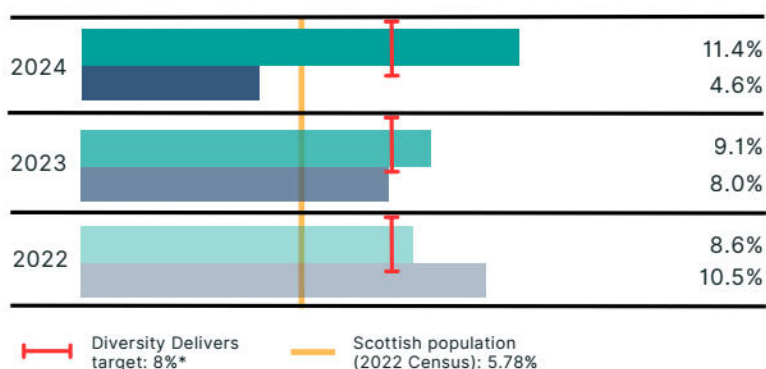
#### % applications by/ appointments made to candidates of visible BME descent

**+1.8%**



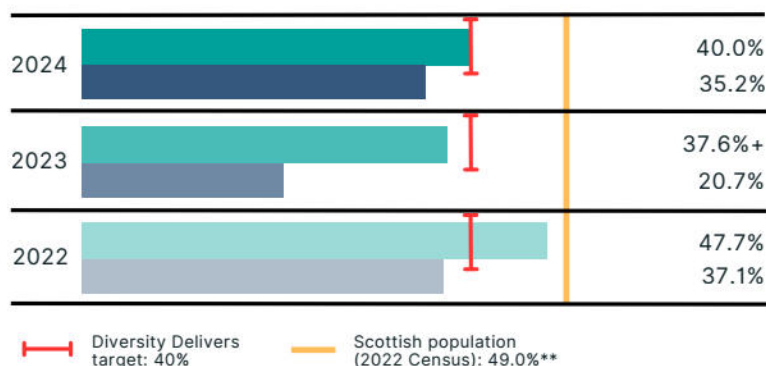
#### % applications by/ appointments made to candidates of non-visible BME descent

**+2.3%**



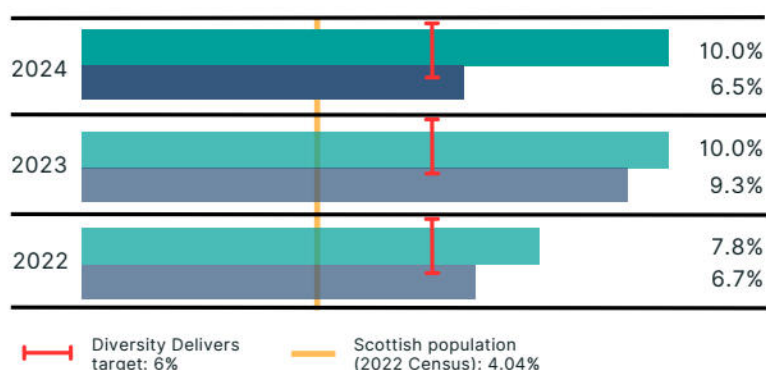
% applications by/ appointments made  
to individuals aged 49 and under

**+2.4%**



% applications by/ appointments made to  
non-heterosexual candidates

**0%**



In our 2023/24 Annual Report we mentioned that Ministers may wish to investigate a three-year trend of visible minority ethnic applicants having a lower percentage of appointments compared to percentage of applications to try and understand if there are barriers within the appointments process specific to this group. As the same trend has appeared this year, it would now be a four-year trend (and therefore potentially even more concerning).

\*The target for the BME population is inclusive of people from non-visible minority groups. Up until 2017 the figures reported on have related to visible minority applicants and appointees. From 2017 onwards, the figures have been provided for both visible and non-visible. For this latter category the monitoring form question responded to is "Other white" and includes those who selected "Irish", "Polish" or "Other white ethnic group"

\*\*Scottish population aged 18 to 49 as a percentage of whole population 18 and over

+ This figure was displayed in last year's report as 40. It was an admin error uncovered after publication of the report

## Diversity Delivers targets by DG area

The Scottish Government also provides application and appointment data to the Commissioner disaggregated by Director General (DG) area to aid in identifying those that are meeting or exceeding the targets and so that the sharing of their good practice can be encouraged. The Director General areas are:



\*The images chosen to reflect the Scottish Government DG areas have been selected by the Ethical Standards Commissioner and are not affiliated with the Scottish Government.

These are shown in [Appendix 1](#) along with an analysis of progress.

Key highlights and areas of concern to note include:

Gender parity has been an area of focus for Scottish Ministers since 2015 and 50% female board membership overall was achieved in 2019. Since then, the overall demographic of male / female split has remained stable with most DG areas continuing to be close to or meeting the 40% female application target. Regularly, more than 40% of female applicants are successful in being appointed.

LGB applicants are being attracted to apply to most DG areas and the target has been met for this group, other than in one area which only ran one appointment round during the year.

Only one of the DG areas managed to achieve the 15% target of applicants with a disability. Given that the 2022 census data shows that 24% of the population are disabled, this should be an



area of key focus for Ministers.

There has been a little progress in seeking to attract those under 50. Two DG areas achieved the target of 40% applications from this group with most others coming close. Three DG areas also appointed a higher percentage of under 50s than applied.

There has been mixed progress with BME applicants. Given that the 2022 census data is now available and can be disaggregated into visible and non-visible (7.13% visible and 5.78% non-visible) if the results are compared against these figures, there is positive progress in achieving applications with most areas attracting applications to match or come close to these percentages. However, as every area appointed fewer than 5 individuals each over the course of the year, the appointment level is low. Ministers should consider whether there are any barriers to people who are BME progressing through the assessment process and whether any positive action measures might assist in addressing these.

## Diversity Delivers targets - Chairs and Members

The Scottish Government also provides application and appointment data to the Commissioner disaggregated by chairs and members for each of the groups with a Diversity Delivers target. These are shown in [Appendix 2](#).

When analysing the data, any values of fewer than 5 are not shown due to the increased risk of disclosure of information about individuals. As there were only 18 chair appointments rounds, 14 of which were successful in appointing a chair, the information which was available to publish is limited. It is nevertheless encouraging to note that the percentage of female chair applications and appointments was close to the overall target of 40%. Scottish Ministers may wish to consider whether any additional support could be provided to disabled applicants applying for chair positions, given that 15% of applicants for chair roles declared that they had a disability, and none were ultimately appointed.

The member applications and appointments were largely similar to the overall percentages showing the same trends.

# Performance against our business plan

The Commissioner's public appointments objectives are set out in the [Strategic Plan for 2024 to 2028](#). They are:



We will, through supportive and constructive

regulation, make a significant contribution to a public appointments system that produces effective and diverse boards that are reflective of the communities that they serve.



We will strive to be recognised leaders in the

regulation of a system that is effectively run to achieve the appointment of the most able people to our boards and that is managed in compliance with the highest ethical standards.

The following activities are intended to achieve these objectives:

- continue to support implementation of the 2022 Code of Practice, through supportive and constructive regulation, encouraging a learning mindset from all who are involved in making appointments, to develop and utilise good practice and innovation.
- report publicly on the difference that the Code of Practice is making to the appointments process, for good or bad, with a view to improving on practices. We will do so by publicising instances of good practice or innovative practice and learning as well as areas for improvement.
- seek to understand through our research the difference that board appointments make to the governance of the public body and the difference that diversity brings.

- seek to monitor and report on compliance with the Code of Practice by way of research and thematic reviews. This will include, for example, an examination of published time commitment, remuneration and other aspects of the role of public appointees, building on previous research undertaken. We will report publicly on our findings.
- consult extensively on and revise and republish Diversity Delivers (including new recommendations for the achievement of greater board diversity).
- develop our own learning and understanding about great practice in recruitment and selection by reaching out to other organisations and administrations and by conducting our own research.
- share our findings through the provision of guidance.
- ensure that our PAAs can cascade that guidance to selection panels by keeping them updated on the latest good practice in the making of appointments.

These activities are also detailed in the [Biennial Business Plan 2024-26](#).

Progress against the [Business plan for 2024-26, as at 31 March 2025](#), is summarised in the following table.

Table 3

Strategic objectives	Progress
Supportive and constructive regulation of public appointments	<ul style="list-style-type: none"><li>• Published Strategic Plan in EasyRead</li><li>• Applicant surveys run following appointment rounds (when information provided to us by the Scottish Government (SG))</li><li>• Views sought from panel chairs and body chairs on the contribution of PAAs</li><li>• Project plan underway to review website based on feedback</li><li>• Training (briefing) provided to panel members on request (e.g. on Parliamentary Scrutiny) and to SG Public Appointment Team (SG PAT) members as part of induction</li><li>• Training and support of NHS work such as “aspiring chairs of the future”</li><li>• Ongoing support for panels and PAAs on aspects of the Code and Guidance</li><li>• Successful internal audit of database system used to ensure consistent decision-making</li></ul>



Strategic objectives	Progress
Recognised leaders in the regulation of public appointments	<ul style="list-style-type: none"><li>• Collation of information at the end of each appointment round to try and identify themes</li><li>• Ongoing collaboration with SG PAT</li><li>• Good practice case studies developed and published</li><li>• Good practice “snippets” developed and published</li><li>• Interim report on applicant views written and published</li><li>• Commencement of thematic review (due to be published in later 2025)</li><li>• Commencement of the review of the Diversity Strategy</li><li>• Annual Service Level Agreement review carried out with each PAA</li><li>• Training provided for PAAs on four occasions through the year</li><li>• Regular communication briefings (including guidance/ training) throughout the year</li></ul>

# Monitoring and reporting

All information under this heading relates to the Commissioner’s statutory duties to monitor and report on appointment activity and to provide guidance on application of the Code.



The Commissioner’s remit extended to 793 posts on the boards of 101 public bodies at the year end. In the case of a proportion of these bodies, such as regional colleges, only the chair appointments are regulated. Additionally, some bodies are statutorily included in the Commissioner’s remit even though they are either abolished or no longer active.

## How many bodies and positions do we regulate?

Table 5

At 31 March	2025	2024	2023
No. of bodies regulated	101	100	100
No. of posts regulated	793	770	748
<b>Avg. no. of regulated positions per board</b>	<b>7.9</b>	<b>7.7</b>	<b>7.5</b>

A list of the regulated bodies is available at [www.ethicalstandards.org.uk/regulated-bodies](http://www.ethicalstandards.org.uk/regulated-bodies).

## How many appointments did we oversee?

Appointments are made through a process called an appointment round. During the financial year 2024/25, we were active in overseeing 90 appointment rounds. Multiple appointments can be made through a single appointment round and the Scottish Ministers can run more than one round in a single year per public body. In certain circumstances we allocate a Public Appointments Adviser (PAA) to oversee all or part of the round. We report on these allocations rather than the number of appointment rounds as this better reflects our actual workload - not every allocation becomes an appointment round.

## Number of allocations made

**Table 6**

Allocations made	2024/25	2023/24	2022/24
Brought forward from previous year	25	24	54
Started in year	65	62	42
<b>Active during year</b>	<b>90</b>	<b>86</b>	<b>96</b>
Completed	58 <sup>^^</sup>	61 <sup>^</sup>	72
Open at end of year	32 <sup>^^</sup>	25 <sup>^</sup>	24

\* Presented by financial year rather than calendar year, as information obtained from ESC records rather than those of the Scottish Government.

<sup>^</sup> Admin error uncovered since last year's report - figures were shown last year as 62 and 24

<sup>^^</sup>A round which concluded in the financial year was closed late. The numbers in this table are correct, but were not reflected in the 2024/25 ESC statutory annual report. A correction will be made in the 2025/26 statutory annual report.

The oversight levels for allocations in 2024/25 are set out in the table below. How the Commissioner decides on an appropriate oversight level is explained in the [guidance on the application of the Code](#) (see section 8) (Full, planning, early planning or discrete stages).

## Scrutiny of appointment rounds

**Table 7**

Scrutiny of appointment rounds	2024/25	Full oversight	Oversight at planning	Oversight early planning	Combination	No oversight
Started in year	65	34	19	7	2	3
Carried forward from previous year	25	17	3	0	0	5
Total active in year	90	51	22	7	2	8
Open at year end	32	21	5	3	0	3
<b>Total completed in year</b>	<b>58</b>	<b>30</b>	<b>17</b>	<b>4</b>	<b>2</b>	<b>5</b>



## How many people applied for a public appointment?

From the information provided by the Scottish Government, during the calendar year 2024, 108 appointments were made to 45 public bodies following 1,640 applications (2023: 150 appointments were made to 57 public bodies following 2,542 applications).

### Number of applications and appointments During the year to 31 December

Table 8

Number of	2024	2023	2022
Applications	1,640	2,542	1,962
Appointments	108	150	105
Average applications per appointment	15.2	16.9	18.7

### Breakdown of applications During the year to 31 December

Table 9

Number of applications	2024	2023	2022
Applied	1,640	2,542	1,962
Invited to interview	371	571	363
Recommended for appointment	109	168	106
Appointed	108	150	105

## How long does an appointment round take?

As with the appointments’ statistics, much of the material relating to these measures is provided to the Commissioner by the Scottish Government and relates to a calendar year. Concerns have historically been raised about the time taken for appointment rounds and reappointments and the Commissioner therefore included indicative targets for timescales in guidance on application of the Code. All of the

indicative targets have been met in the previous 3 years with 2024 being the first year where the target of under 16 weeks is achieved. The following tables provide information on the time taken for appointment rounds and for appointment and reappointment decisions to be made. The 2024 appointment rounds concerned are listed in [Appendix 3](#).

The average time taken to appoint a member from the date of planning to the Minister’s appointment decision

During the year to 31 December

Table 10

	2024	2023	2022	TARGET
Number of rounds	58	77	50	
Average time taken (weeks)	15.1	17.5	19.2	Up to 16 and no more than 20 weeks

Time taken for discrete stages of an appointment round

During the year to 31 December

Table 11

Stage		2024	2023	2022
From	To	No. of weeks	No. of weeks	No. of weeks
Closing date for applications	Date when all applicants are informed about the final appointment decision	8.9	10.8	10.8
Date of interviews	Date when all applicants are informed about the final appointment decision	3.3	5.2	5.0
Selection panel report	Ministerial decision	6.5	8.5	8.4

Stage		2024	2023	2022
From	To	No. of weeks	No. of weeks	No. of weeks
Date on which the round is planned	Date on which the minister makes their appointment decision (overall time for purposes of target)	15.1	17.5	19.2
Date on which the round is planned	Date on which applicants are informed of the appointment decision	15.2	18.3	20.5

An appointment to the board of a public body is for a set number of years. At the end of this period, the board member’s term of office may cease, or they may be re-appointed or have their term extended. The guidance on the Code anticipates that the appointing Minister will give board members reasonable notice of their decision, with a minimum of 13 weeks anticipated.

### Time taken to advise board members about reappointment decisions

During the year to 31 December

Table 12

	2024	2023	2022	Target
	Weeks	Weeks	Weeks	(Min. no. of weeks)
Amount of notice given to re-appointees before term of appointment due to end	16.8	18.9	17.9	13
Number of people reappointed	60	97	129	
Amount of notice given to those having their terms extended	2*	19.1	17.7	
Number of people having their terms extended	10*	12	22	

\*Seven of the 10 people who were extended (including six who were all on one board) were formally notified after the date that the extension commenced. They had been kept informed verbally. This resulted in a very short average notice period for 2024.



## Applicants hold or have held an appointment

The Scottish Government are currently unable to supply information on the number of applicants that hold or have held a public appointment in Scotland at the time of their application. This is due to the transition to a new online portal for applications which unfortunately no longer asks that question of applicants.

We have been informed that they are currently working with the developers on a potential change to bring back this question but due to the timing of the new system and the annual reporting periods the information is not available for this report and will not be available for 2025 reporting.

We have received apologies from the Scottish Government for any concerns that this causes, and they hope to be able to provide this information from 2026 onwards.

## Ministers interviewing applicants

The guidance on application of the Code states that the appointing minister is anticipated as meeting with appointable applicants, particularly in the case of significant chair appointments. During 2024, there were no rounds where the Scottish Ministers met with potential appointees.

## What do applicants think of the appointments process?

An [interim applicant survey report](#) containing the views of those who applied during 2023 was published in June 2024. This was an interim report due to small sample size as there were limited closed rounds under the 2022 Code. The first full report has been written and is with the Scottish Government for comment before publishing. It is due to be published in 2025. This first full report includes analysis of 56 surveys sent to 1983 applicants and receiving a 29% response rate. Following publication of this report, it is intended to produce future reports

covering, as far as possible, applicant survey results from the appointment rounds covered in each annual report. The next report will therefore be the 2024 report covering as many of the appointment rounds in [Appendix 3](#) of this report that information is available for.

Satisfaction with PAA contribution

Table 14

Average satisfaction level	2024/25	2023/24	2022/23
PAA’s contribution	4.79	4.55	4.51
Appointments process	N/A	N/A	3.91
The extent to which PAAs demonstrated ESC values in their work	4.82	N/A	

Satisfaction levels are measured on a scale of 1 to 5 with 1 being very dissatisfied and 5 very satisfied.  
Presented by financial year rather than calendar year as information obtained from ESC records rather than those of the Scottish Government.

Any comments or constructive suggestions made are acted upon by the Commissioner as appropriate. In addition, with permission, some testimonials have been listed on the website, where a panel or body chair has commented on a particularly helpful contribution from the PAA.

“ As a first time panel chair, the Advisor took the time to speak with me separately to the other panel members (as well as supporting the whole panel discussions) to answer additional Qs I had, around ensuring I applied the right standards and expectations across the whole process.

Panel Chair,  
Health Round,  
2025



“ It was a very collaborative process ensuring that differing perspectives were fed into the process, whilst enabling me to make final decisions as Panel Chair, on behalf of the Minister. I was clear on my role and responsibilities and felt supported to do that.

**Panel Chair, Education Round, 2024**

## Panel chair/ body chair responsibility

Under the 2022 Code the panel chair takes on specific responsibilities and represents the appointing minister. When seeking views on PAA contribution, we previously asked for feedback on the appointments process at the same time. As the panel chair is now responsible for the process, it was no longer appropriate to ask this question and we therefore now seek views about the extent to which they felt able to shape the process in their role as panel chair (1=not at all, 5=greatly). We also ask body chairs how able they felt to contribute to discussions on succession planning and to influence what was sought (1=not at all, 5=greatly).

Table 14

Panel chair/ body chair responsibility	2024/25	2023/24	2022/23
The extent to which <b>panel chairs</b> feel able to shape the process	4.52	4.20	N/A
The extent to which <b>body chairs</b> feel able to influence discussions on succession planning	4.59	4.70	N/A

The extent to which body chairs/ panel chairs are able to influence are measured on a scale of 1 to 5, with 1 being not at all and 5 being greatly. Presented by financial year rather than calendar year as information obtained from ESC records rather than those of the Scottish Government.



# Providing guidance

The following table summarises substantive contacts with the ESC office during the reporting year. As this information is gathered by ESC it is reported by financial year.

**Table 15**

Issue raised	2024/25	2023/24 (2013 and 2022 Code)	2022/23 (2013 and 2022 Code)
Enquiry - Asked for advice on the Code of Practice	132	137	153
Enquiry - Asked for advice on good practice	2	20	34
Enquiry – Asked for exceptions to the Code, or term extensions or to discuss options not covered by the Code	43	56	30
Enquiry - General enquiry on the work of the office or Miscellaneous or “Other” enquiries or reports	113	139	171
PAA End of Involvement report [1]	45	62	-
Panel chair end of round report [2]	43	53	-
Report a complaint about an appointment round	0	3	-
Report a concern or non-compliance about an appointment round or a failure in administration	70	72	77
Report about good practice	11	35	65
Report an update on round activity or other report	61	96	110
<b>Totals</b>	<b>520</b>	<b>673</b>	<b>640</b>

[1] PAAs have always provided reports at the conclusion of an appointment round, but the figures to date have not been provided.

[2] Panel chair end of round reports are new to the 2022 Code of Practice. Only 2 were provided in the 2022/23 year (due to the Code only recently being in place) and so had not been recorded formally in the 2022/23 annual report. They will be recorded from this point forward.

## 1 - Requests for advice on the Code of Practice

Requests for advice on the Code of Practice were similar to the previous year. There were no specific areas of concern where advice was sought, with queries covering a wide range of subject areas such as information in the applicant pack, advice on criteria sought, advice on panel

membership, advice on potential conflicts of interest and advice on assessment methods.

## 2 - Exception requests and options discussions

The Scottish Ministers can approach the Commissioner and make a case for specific provisions of the Code to be varied. The Commissioner's agreement to such "exceptions" allows for courses of action to be taken that would otherwise not comply with the Code.

43 contacts were made during 2024/25 to discuss such circumstances compared with 56 in 2023/24.

These covered the following topics:

- Five related to a request to make additional appointments (this might be, for example, following an appointment round, if there has been an exceptionally strong field of applicants and the board and appointing minister are minded to take additional members on).
- Ten requests or queries about extending an appointment round
- Eleven contacts about an emergency appointment
- Three requests or queries about panel membership
- Seven discussions about filling an unexpected vacancy from a previous appointment round
- Seven miscellaneous queries (including an overarching Code variation request – see below)

Some contacts are initial queries or discussions about what the Code variation might be. In the year, these contacts and discussions resulted in 30 Code variations being agreed to.

One overarching Code Variation request was made which was that, as part of the increased responsibilities conferred upon panel chairs under the 2022 Code of Practice, they might also take responsibility for preparation of candidate summaries at the end of an appointment round, without any reference to the rest of the panel. The Commissioner agreed to this variation in part. He agreed that, if the panel were in agreement

with the chair taking on this responsibility, the rest of the panel (other than the PAA where a PAA is overseeing the final stage of assessment) could choose not to see the candidate summaries. In order to provide assurance on an appointment round, he would wish the PAA to have sight of the draft summaries. Final drafting and decisions on the candidate summaries remain with the panel chair.

### 3 - Report a complaint about an appointment round

No complaints were received in the 2024/25 year.

### 4 - Reported concerns

Reports of non-compliance and concerns were similar in number to 2023/24 with 70 reported in 2024/25, compared with 72 in 2023/24.

The 70 reports included only 3 reports of non-compliance. These related to:

- One recommendation made by the Commissioner that a panel member recuse themselves from the panel and the minister chose not to take this recommendation. The Commissioner did not consider the non-compliance to be material in nature.
- One report that the panel chair had taken the decision to extend the closing date for an appointment round without reference to the rest of the panel (this action however, resulted in a strong field of applicants).
- One report that, due to an administrative error, information was provided to panel members at shortlisting stage which should not have been and had the potential to increase the likelihood of unconscious bias affecting shortlisting decisions. The panel chair on this occasion took full responsibility and put mitigating actions in place to minimise the impact as far as possible.

Other concerns raised covered a wide range of subjects such as timetabling, enough time being given to planning for appointment rounds and the new applicant system being used by the Scottish Government.



## 5 - Reports and enquiries about good practice

There continue to be fewer reports and enquiries specifically related to good practice. As reported in 2023/24 this is likely to be because good practice is being captured in end of round report reports by PAAs and panel chairs, rather than individually. There is a section providing the details of these later in this report.

## 6 - Report an update on a round

In 2021/22 a new category of report was introduced to cover occasions when a report about an update on activity in an appointment round was made but where this update was neither good practice nor serious enough to consider as a concern. 61 such reports were made during 2024/25.

## Guidance on application of the Code

The Commissioner's office provides Code interpretation guidance, primarily to officials and PAAs, on a very frequent, ad hoc basis. Where trends are identified, the Commissioner seeks to provide general guidance with a view to improving on practices and increasing understanding. In the [Strategic Plan 2024-28](#) the Commissioner undertook for the office to strive to be recognised leaders in the regulation of a system that is effectively run to achieve the appointment of the most able people to our boards and that is managed in compliance with the highest ethical standards. One way in which it is sought to achieve this is by identifying good practice in appointment rounds and sharing this information in case study format on the website.

No specific guidance was issued through the 2024/25 year on the basis of any recommendations coming from a report or complaint finding.

Good practice case studies were developed and added to the website for the following subject areas:



**Good practice case studies by appointment round**

[Scottish Qualifications Authority - Good practice in planning and assessment](#)

[NHS Grampian - Good practice in planning and publicity](#)



**Good practice snippets by stages of an appointment round**

[Snippets of good practice in Planning](#)

[Snippets of good practice in Publicity](#)

## Complaints about Public Appointments

The Commissioner has a Statutory function to investigate complaints about Public Appointments. It is the Commissioner's preferred approach to allow the Scottish Government the opportunity to address any complaints raised first through their own [complaints process](#), before they are then considered by us at stage 3. There were no stage 3 complaints received in the reporting year 2024/25. The Scottish Government reported that (during calendar year 2024) they received three stage 1 complaints and one of these was progressed to stage 2.

# End of Round Reporting

The Public Appointments Team continues to analyse all end of round activity (reports received and surveys conducted) to identify themes and information relating to key areas of interest, including:

- Round outcomes
- Reasons for success or failure (a Code requirement)
- Publicity methods
- Code variation requests
- Assessment methods
- Good practice identified
- Challenges observed by the panel
- Reflections on lessons learned (for use in future rounds)

We are working with the Scottish Government Public Appointments Team to establish how regularly they would like to receive reports, the format they should take and the most useful information they should contain for continuous learning purposes.

It is anticipated that these reports will provide insights into what is working well for panels and where they may have used innovation and creativity during the planning and assessment phases of an appointment round, in addition to highlighting any challenges they may have faced during the appointments process. It is also anticipated that, over time, these summary reports will also allow for comparison year on year to establish any trends in activity, with a view to aiding and enhancing future appointment rounds. A first comparison analysis has taken place, comparing 2023/24 rounds to 2024/25 appointment rounds.

## Annual report data

Last year we provided our end of round analysis according to reports received during the 2023/24 financial year. Moving forward we are streamlining this analysis so that it mirrors that data provided to us by the Scottish Government (see [Appendix 3](#)). This is reflected in Table 16.



There are two main observations when comparing data over the period 23/24 and 2024. The first relates to an increase in challenges experienced during an appointment round and reported on at the end of the process. These figures relate to reports on all rounds during the period, and the increase this year may be due to the higher number of failed rounds during 2024 than in 23/24. The ESC also received reports for all failed rounds during 2024, while only receiving 50% of reports for failed rounds in the year prior.

The second is that there was more variation in good practice reports during 2024. Although more reports commented on good practice in 2024 than in 23/24, many of the comments related to activity specific to an appointment round such as ensuring a familiarisation process was implemented for the successful candidate in one round (communicated in the applicant pack), and different steps taken by panels, including pre-round meetings or extra meetings, to ensure they worked effectively together, and so do not fall into the categories listed in the table below.

## Reports

The table below sets out a summary of some of the key data provided in end of round reporting against appointment rounds run in 2024 (see [Appendix 3](#)).

A short summary of each section can be found below:

**Lessons Learned** – lessons learned are captured from end of round reports that comment on what they might approach differently in future appointment rounds. Many reports comment on the assessment methods used during the round, and how they might be adapted or enhanced next time. Many reports also comment on the outreach and attraction methods they have used, how effective they have been, and whether they could be changed next time. Finally, it is common for end of round reporting to consider the criteria that they used and how effective this was at attracting and assessing candidates.

**Challenges in Round** – challenges in rounds relate to comments made in end of round reports that reflect on problematic issues the selection panel might have experienced. These can vary widely but commonly

reports comment on difficulties experienced in identifying and attracting candidates with the required skills for the role, as well as observations on the often high profile nature of roles and how these may have impacted the willingness of applicants to put themselves forward.

**Good Practice** – is identified in end of round reporting as anything that has gone over and above standard practice, such as utilising non-standard outreach methods, using and implementing learning from prior rounds (through the use of management information and available end of round reports), and doing research to understand a specific community being advertised to.

**Table 16**

Lessons learned	2024 [1]	2023/24
Reports demonstrating reflection	55%	57%
<b>Key aspects related to lessons learned outlined in end of round reporting</b>		
Assessment methods	37%	44%
Attraction methods	43%	35%
Criteria used	43%	32%
<b>Challenges in round</b>		
Reports demonstration reflection	63%	38%
<b>Key aspects related to challenges faced outlined in end of round reporting [2]</b>		
Identifying and attracting candidates with the skills required	38%	48%
Reputation or perception of the public body presented a barrier to attraction	19%	35%
<b>Good practice [2]</b>		
Reports demonstrating reflection	63%	52%
<b>Areas of reflection in end of round reporting</b>		
Using learning from previous rounds	25%	48%
Publicity methods	41%	32%
Understanding of community being advertised to	22%	26%

[1] Note that in our 2023 annual report we reported on end of round reports analysed during the financial year 2023/24. We have been working to streamline our analysis so that it mirrors the data provided to us by the Scottish Government, which is provided covering a calendar year.

[2] These reasons link closely with reports offering learning on how assessment and attractions methods might be adapted in future, while also considering how they might adjust the criteria being asked for.

Unsuccessful Rounds

Five appointed rounds during 2024 were unsuccessful (on one of those occasions, the appointing minister chose not to appoint although an appointable candidate was identified through the process).

It is interesting to note the reasons for failure when rounds fail to appoint. Panel chair reports were received for all five failed round. These detail views on reasons for failure, and the most common of these noted was due to difficulty in attracting individuals with the required skills for the role. The location of the body and the reputation of the body also emerged as key reasons for failure.

It is also concerning that four of the five unsuccessful rounds that took place during 2024 were seeking to appoint a chair (see Table 16). A full list of appointment rounds in 2024 is available in [Appendix 3](#).

Table 16

Reason for failure	Failed rounds
Reputation of body	40%
Skills required	80%
Location	40%
Clarity of requirements	20%

Very low numbers of the reports on failed rounds identified good practice or lessons learned in their end of round reporting, and so providing statistics on these topics would be misrepresentative. However, all reports commented on challenges faced during the appointment round. These are noted below and largely reflect the panel



chair’s reasons for the round failing, with the exception of remuneration which was identified by almost every failed round as a challenge in attracting applicants but not given as the reason for failure.

**Table 17**


Challenges identified	Failed rounds
Reputation of body	80%
Skills required	60%
Location	60%
Remuneration	80%

# Appendix 1

## Applications and appointments by DG area

The Scottish Government also provides application and appointment data to the Commissioner disaggregated by Director General (DG) area to aid in identifying those that are meeting or exceeding the targets and so that the sharing of their good practice can be encouraged. In 2024, seven out of eight DG areas (Communities, Education & Justice, Economy, Health & Social Care, Net Zero, Scottish Exchequer, and Strategy & External Affairs) saw appointments made to boards within their remit. The Corporate DG area is not shown below due to nil return. It should also be noted that the DG Scottish Exchequer information is related to only one appointment round which was seeking one chair position. Data available is therefore limited.

Applied: ●      Appointed: ●

 Communities	 Corporate	 Education and Justice	 Economy
 Health and Social Care	 Net Zero	 Scottish Exchequer	 Strategy and External Affairs

## Applications from and appointments made to women in 2024

Gender parity has been a particular focus for the Scottish Government since the launch of its 5050 by 2020 campaign in June 2015. That target was achieved in June of 2019, albeit for board members and not board chairs, on the boards of Scotland's regulated public bodies. Four of the seven DG areas exceeded the target of 40% of applications from women during 2024. The Economy and Net Zero DG areas were close with over 30% of applications from women, although the Scottish Exchequer DG area received no applications from women at all.

**Table 18**

	Communities		Education & Justice		Economy		Health & Social Care		Net Zero	
	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed
<b>Female</b>	47.0%	38.9%	45.0%	50.0%	34.7%	46.7%	47.2%	50.0%	36.1%	^
<b>Male</b>	50.1%	55.6%	50.5%	43.8%	60.7%	46.7%	46.9%	50.0%	58.2%	54.5%
<b>Prefer not to say</b>	2.3%	5.6%	4.0%	3.1%	2.7%	6.7%	3.6%	0.0%	3.8%	^
<b>Not stated</b>	0.6%	0.0%	0.5%	3.1%	1.8%	0.0%	2.3%	0.0%	1.9%	^
<b>All</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

	Scottish Exchequer		Strategy & External Affairs	
	● Applied	● Appointed	● Applied	● Appointed
<b>Female</b>	0.0%	^	46.2%	^
<b>Male</b>	87.5%	^	50.0%	^
<b>Prefer not to say</b>	12.5%	^	2.9%	^
<b>Not stated</b>	0.0%	^	1.0%	0.0%
<b>All</b>	100%	100%	100%	100%

Across other protected characteristics it is a variable picture. Two DG areas (Communities; Strategy & External Affairs) achieved the target of

















40% applications from those under 50 and had a higher percentage appointment rate. The BME target is 8% applications across both visible and non-visible and if adding these together, every DG area has achieved this. In fact, every DG area, if adding both together, has achieved a minimum of 16% applications from BME applicants. Two DG areas had a higher percentage of visible BME appointments than applications, however that is due to the limited number of appointments made in these DG areas within the year, and the actual detail needed to be suppressed so as to not risk identification of individuals. No DG area had a higher percentage of non-visible BME appointments than applications. Six out of seven DG areas achieved the target percentage of applications from LGB applicants.



Applications from and appointments made by age

The target for applications for Under 50s is 40%.

Table 19

	Communities		Education & Justice		Economy		Health & Social Care		Net Zero	
										
Under 50	53.3%	61.1%	35.2%	31.3%	39.7%	^	34.2%	23.1%	34.2%	36.4%
Over 50	42.0%	38.9%	58.1%	56.3%	55.3%	80.0%	57.8%	76.9%	60.1%	54.5%
Prefer not to say	1.7%	0.0%	5.7%	9.4%	3.2%	^	4.7%	0.0%	2.5%	0.0%
Not stated	2.9%	0.0%	1.0%	3.1%	1.8%	^	3.4%	0.0%	3.2%	9.1%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

	Scottish Exchequer		Strategy & External Affairs	
				
Under 50	12.5%	^	48.1%	100.0%
Over 50	75.0%	^	47.1%	0.0%
Prefer not to say	12.5%	^	3.9%	0.0%
Not stated	0.0%	^	1.0%	0.0%
All	100%	100%	100%	100%

-  Applied
-  Appointed

## Applications from and appointments made by ethnicity

The target for applications from this group is 8% for both visible and non-visible BME individuals. There is no disaggregated target for non-visible BME applicants.

**Table 20**











	Communities		Education & Justice		Economy		Health & Social Care		Net Zero	
	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed
<b>BME (visible)</b>	12.2%	^	10.5%	^	5.9%	^	15.3%	^	8.2%	^
<b>BME (non-visible)</b>	13.3%	^	5.5%	^	10.5%	^	11.7%	^	17.7%	^
<b>Other</b>	68.1%	61.2%	74.7%	78.2%	76.3%	86.6%	61.7%	88.5%	61.4%	54.5%
<b>Prefer not to say</b>	2.0%	^	6.0%	^	3.7%	^	4.9%	^	6.3%	^
<b>Not stated</b>	4.3%	^	3.3%	^	3.7%	^	6.5%	^	6.3%	^
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



	Scottish Exchequer		Strategy & External Affairs	
	● Applied	● Appointed	● Applied	● Appointed
<b>BME (visible)</b>	12.5%	^	9.6%	^
<b>BME (non-visible)</b>	25.0%	^	19.2%	^
<b>Other</b>	37.5%		63.5%	80.0%
<b>Prefer not to say</b>	12.5%	^	3.9%	^
<b>Not stated</b>	12.5%	^	3.9%	0.0%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>





Applications from and appointments made by declared disability

The target for applications from this group is 15%.

Table 21

	Communities		Education & Justice		Economy		Health & Social Care		Net Zero	
										
Declared disability	15.4%	^	7.9%	^	6.8%	0.0%	9.6%	^	9.5%	0.0%
No declared disability	75.9%	83.3%	82.4%	78.1%	83.6%	93.3%	82.4%	80.8%	81.6%	81.8%
Prefer not to say	6.1%	^	9.0%	^	6.8%	6.7%	4.9%	^	6.3%	0.0%
Not stated	2.6%	^	0.7%	^	2.7%	0.0%	3.1%	^	2.5%	18.2%
All	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

-  Applied
-  Appointed

	Scottish Exchequer		Strategy & External Affairs	
				
Declared disability	0.0%	^	3.8%	0.0%
No declared disability	75.0%	^	85.6%	100.0%
Prefer not to say	12.5%	^	8.7%	0.0%
Not stated	12.5%	^	1.9%	0.0%
All	100%	100%	100%	100%



## Applications from and appointments made by LGB

The target for applications from this group is 6%.

**Table 22**

	Communities		Education & Justice		Economy		Health & Social Care		Net Zero	
	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed	● Applied	● Appointed
<b>Heterosexual</b>	78.8%	83.6%	79.3%	84.4%	79.0%	86.7%	80.3%	88.5%	82.3%	72.7%
<b>Non-heterosexual</b>	13.3%	^	9.8%	^	11.0%	0.0%	8.5%	^	7.6%	0.0%
<b>Prefer not to say</b>	6.4%	^	9.3%	^	8.2%	13.3%	8.5%	^	7.6%	18.2%
<b>Not stated</b>	1.4%	^	1.7%	^	1.8%	0.0%	2.6%	^	2.5%	9.1%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>







	Scottish Exchequer		Strategy & External Affairs	
	● Applied	● Appointed	● Applied	● Appointed
<b>Heterosexual</b>	87.5%	^	79.8%	0.0%
<b>Non-heterosexual</b>	0.0%	^	7.7%	100.0%
<b>Prefer not to say</b>	12.5%	^	10.6%	0.0%
<b>Not stated</b>	0.0%	^	1.9%	0.0%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# Appendix 2

## Applications and appointments by chair and member







Please see the note at the end of the table in Appendix 3 – deputy chair figures are included with chair figures in the following tables. As one deputy chair was appointed from within a pool of applicants who had applied for a commissioner (member) role, the information about those candidates (including the successful candidate) have not been included in the figures below.

Table 23



	Chair		Member		All	
						
Female	33.9%	35.7%	44.7%	45.7%	43.5%	44.4%
Male	57.5%	64.3%	51.2%	48.9%	51.8%	50.9%
Prefer not to say	6.3%	0.0%	3.0%	3.2%	3.4%	2.8%
Not stated	2.3%	0.0%	1.2%	2.1%	1.3%	1.9%
All	100%	100%	100%	100%	100%	100%

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

Table 24

	Chair		Member		All	
						
Under 50	31.6%	^	41.0%	37.2%	40.0%	35.2%
Over 50	56.9%	71.4%	53.5%	57.5%	53.8%	59.3%
Prefer not to say	9.2%	^	3.3%	3.2%	3.9%	3.7%
Not stated	2.3%	0.0%	2.3%	2.1%	2.3%	1.9%
All	100%	100%	100%	100%	100%	100%

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

-  Applied
-  Appointed

- Applied
- Appointed

Table 25

	Chair		Member		All	
	●	●	●	●	●	●
<b>BME (visible)</b>	11.5%	^	11.1%	5.3%	11.1%	7.4%
<b>BME (non-visible)</b>	8.6%	0.0%	11.7%	5.3%	11.4%	4.6%
<b>Other</b>	68.4%	71.4%	68.3%	76.6%	68.3%	75.9%
<b>Prefer not to say</b>	6.3%	0.0%	4.3%	6.4%	4.5%	5.6%
<b>Not stated</b>	5.2%	^	4.6%	6.4%	4.7%	6.5%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

Table 26

	Chair		Member		All	
	●	●	●	●	●	●
<b>Declared disability</b>	14.9%	0.0%	8.9%	8.5%	9.6%	7.4%
<b>No declared disability</b>	71.3%	100.0%	82.5%	80.9%	81.3%	83.3%
<b>Prefer not to say</b>	10.3%	0.0%	6.5%	6.4%	6.9%	5.6%
<b>Not stated</b>	3.4%	0.0%	2.1%	4.3%	2.3%	3.7%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.

Table 27



	Chair		Member		All	
	●	●	●	●	●	●
<b>Heterosexual</b>	76.4%	85.7%	80.2%	84.0%	79.8%	84.3%
<b>Non-heterosexual</b>	10.9%	0.0%	9.9%	7.4%	10.0%	6.5%
<b>Prefer not to say</b>	9.8%	14.3%	8.1%	6.4%	8.3%	7.4%
<b>Not stated</b>	2.9%	0.0%	1.8%	2.1%	2.0%	1.9%
<b>All</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

^ Values for fewer than five have been suppressed to decrease the risk of disclosure of information about individuals.







## Appendix 3


# Appointments rounds (successful and unsuccessful) in 2024

Key for table	
Applications: 	Appointments: 
Column: DG	
<b>DG</b>	<b>Director General with sponsorship responsibility</b>
C	DG for General Communities
E	DG for General Economy
EJ	DG for General Education and Justice
HSC	Chief Executive of NHS Scotland
NZ	DG for Net Zero
SE	DG for Scottish Exchequer
SEA	DG for Strategy and External Affairs

**Table 28**

Body	DG	Position			Level
*Boundaries Scotland	SEA	Commissioner	20	2	Full Competition
*Boundaries Scotland	SEA	Deputy Chair	6	0	Full Competition
Cairngorms National Park Authority	NZ	Member	12	1	No Oversight
Caledonian Maritime Assets Limited	NZ	Non-Executive Directors	18	2	Full Competition
Community Justice Scotland	EJ	Members	54	4	Full Competition
Crown Estate Scotland	E	Members	53	3	Full Planning
Forth Valley College	EJ	Chair	7	1	Full Competition
Healthcare Improvement Scotland	HSC	Member	26	1	Full Planning
Highlands and Islands Enterprise	E	Members	48	2	Early Planning
Historic Environment Scotland	SEA	Members	78	3	Early Planning
Independent Living Fund	HSC	Members	29	1	Full Planning

Body	DG	Position			Level
Mobility and Access Committee for Scotland	NZ	Convenor	7	1	Full Competition
National Galleries of Scotland	E	Members	40	2	No Oversight
National Museums Scotland	E	Trustees	29	5	No Oversight
NatureScot	NZ	Member	26	1	No Oversight
NHS Ayrshire & Arran	HSC	Member	38	1	Full Planning
NHS Dumfries & Galloway	HSC	Member	18	1	Full Planning
NHS Dumfries & Galloway	HSC	Chair	4	0	Full Competition
NHS Education for Scotland	HSC	Member	33	0	No Oversight
NHS Education for Scotland	HSC	Member	28	1	Early Planning
NHS Fife	HSC	Member	13	1	Full Planning
NHS Grampian	HSC	Members	40	2	Full Planning
NHS Greater Glasgow and Clyde	HSC	Members	35	6	Full Competition
NHS Highland	HSC	Members	17	3	Full Planning
NHS Lanarkshire	HSC	Members	17	2	Full Planning
NHS Tayside	HSC	Chair	6	0	Full Competition
NHS Tayside	HSC	Chair	10	0	Full Competition
NHS Tayside	HSC	Members	14	3	Full Planning
Poverty and Inequality Commission	C	Chair	15	1	Full Competition
Poverty and Inequality Commission	C	Members	114	8	Full Competition
Risk Management Authority	EJ	Members	12	2	Full Planning
Scottish Agricultural Wages Board	E	Chair	13	1	Full Competition
Scottish Ambulance Service	HSC	Member	29	1	Full Planning
Scottish Children's Reporter Administration	EJ	Chair	1	1	Full Competition
Scottish Children's Reporter Administration	EJ	Members	33	2	Full Competition
Scottish Commission on Social Security	C	Chair	12	1	Full Competition
Scottish Commission on Social Security	C	Member	36	1	Full Competition
Scottish Criminal Cases Review Commission	EJ	Chair	12	1	Full Competition

Body	DG	Position			Level
Scottish Criminal Cases Review Commission	EJ	Legal Member	13	1	Full Competition
Scottish Enterprise	E	Chair	15	0	Full Competition
Scottish Enterprise	E	Chair	13	1	Full Competition
Scottish Food Commission	NZ	Chair	9	1	Full Competition
Scottish Funding Council	EJ	Members	66	5	Full Competition
Scottish Futures Trust	SE	Chair	8	1	Full Competition
Scottish Housing Regulator	C	Member	42	1	Early Planning
Scottish Land Commission	NZ	Members - Land Commissioners	24	2	Full Competition
Scottish Land Commission	NZ	Tenant Farmer	4	1	Full Competition
Scottish Law Commission	EJ	Commissioner	13	1	Full Planning
Scottish Legal Aid Board	EJ	Chair	9	1	Full Competition
Scottish Legal Aid Board	EJ	Legal member	32	3	Full Competition
Scottish Police Authority	EJ	Members	58	4	Full Competition
Scottish Qualifications Authority	EJ	Members	108	5	Full Competition
Scottish Social Services Council	HSC	Members	29	3	Full Planning
Scottish Water	NZ	Members	58	2	Full Planning
sportscotland	C	Chair	17	1	Full Competition
sportscotland	C	Members	127	5	Full Competition
VisitScotland	E	Chair	8	1	Full Competition
West Lothian College	EJ	Chair	5	1	Full Competition
<b>Total</b>			<b>1640</b>	<b>108</b>	

\*The rounds for Boundaries Scotland were run together and were seeking one deputy chair and one Commissioner. The figures as presented suggest that the deputy chair role was not filled and the round unsuccessful, and that two Commissioners were appointed. This was not the case as the deputy chair role was filled (following agreement to a Code variation request) from the pool of Commissioner candidates and in reality, one Commissioner and one deputy chair role were filled. In the interests of proportionality for the purposes of the statistics involved for this report, we have agreed that the appointment be treated as though 2 Commissioners were appointed due to the strength of the field of candidates and one was immediately subsequently appointed to the position of deputy chair.



# Ethical Standards Commissioner



Phone Number

**0131 347 3890**



Email Address

**[appointments@ethicalstandards.org.uk](mailto:appointments@ethicalstandards.org.uk)**



Website

**[www.ethicalstandards.org.uk](http://www.ethicalstandards.org.uk)**

