

# OUR PEOPLE AND CULTURE PLAN



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# FOREWORD

**At the heart of VisitScotland lies its people. As we navigate through a changing landscape, it has never been more important to invest in our culture, empower our teams, and create an environment where everyone can thrive. I am proud to introduce our new People and Culture Plan, a bold and thoughtful roadmap designed to complement our Corporate Plan.**

This plan is more than a strategy; it is a commitment. A commitment to fostering a culture of inclusion, respect, and continuous growth. It reflects the voices of our employees, the values we stand for, and the aspirations we share for a more connected, agile and purpose-driven organisation.

This plan focuses on five key commitments: inclusive working, talent management, workforce management, leadership and engagement and employer brand. These commitments will guide our actions as we build a workplace where every individual feels valued, supported, and inspired to do their best work. From leadership development and flexible work practices to mental health support and inclusive hiring, this plan outlines the steps we will take to ensure our people are at the heart of everything we do.

We will bring this plan to life, creating a culture that not only reflects who we are today but also who we aspire to be in future years as we grow the value of the visitor economy.

**Vicki Miller,  
Chief Executive**

# INTRODUCTION

**This People and Culture plan is rooted in the principles of fairness, transparency, and continuous improvement. We are advocates for the principles of fair work. As an economic growth agency, this plan supports our commitment to delivering high-quality public services while nurturing a culture where every individual feels valued, empowered and supported.**

We recognise that our people are our greatest asset, and through this plan, we aim to strengthen leadership, enhance employee wellbeing, and promote diversity and inclusion at every level. By aligning our culture with our strategic goals, we will build a resilient, collaborative, and future-ready workforce.

This plan reflects our dedication to creating a workplace that not only meets the needs of today but is agile enough to adapt to the challenges of tomorrow, ensuring we continue to serve Scotland and our stakeholders with integrity and excellence.

This plan is a living document, one that will evolve and respond to the environment in which we operate. It reflects our commitment to building a culture where people feel proud to work for the organisation and act as ambassadors for both VisitScotland, and Scotland.

**At the core of this plan are five people and culture commitments:**

1. Inclusive working
2. Talent management
3. Workforce management
4. Leadership and engagement
5. Employer brand



# THE STRATEGIC CONTEXT

## VISITSCOTLAND - AN ECONOMIC GROWTH AGENCY

Our People and Culture commitments are aligned to our Corporate Plan which is detailed on this page. Each commitment supports our employees to thrive and perform. Strategic human resource management plays a vital role underpinning the achievement of our core objectives. This plan recognises the importance of investing in people related activities and the integral part that values play in ensuring it is not only about what we deliver but how we behave and interact with one another and our stakeholders.

### Corporate Plan 2025 - 2028



#### Market development

Enabling international connectivity, growing Scotland's share of global travel in key markets, and reinvigorating domestic travel demand.



#### Place development

Supporting local economic development, leveraging public and private investment, and facing into the challenges of climate change and net zero.



#### Business and experience development

Expanding our support for the industry, driving sustainability and internationalism.

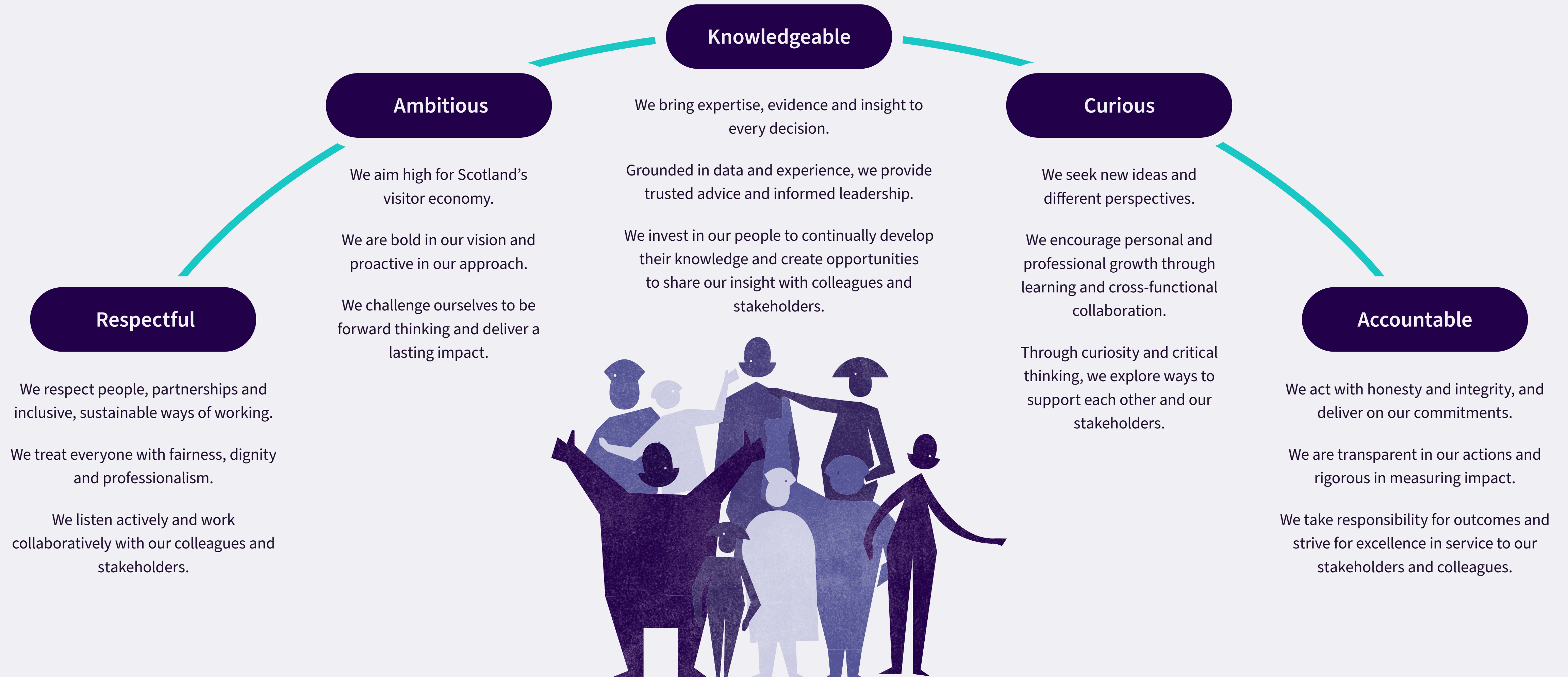


#### Organisational development

Enhance our organisation insight, capability, planning and compliance, set up with the right roles, skills, technology and data to maximise opportunity.

# OUR VALUES, 'THE VS WAY'

The VS Way guides our behaviour, shapes our culture, influences our decision-making, fosters trust, aligns teams, attracts talent and drives purpose. It creates consistency, inspires commitment and ensures we all have a shared direction. As advocates and ambassadors for VisitScotland and for Scotland, we are:



# OUR WORKFORCE, OUR PEOPLE

To support our People and Culture Plan and associated commitments, we must understand our workforce. Understanding the size, shape and profile of our workforce influences our priorities and actions.

Workforce data enables VisitScotland to make informed, strategic decisions about our people. It helps identify trends, measure performance, improve employee experience, support diversity and inclusion, forecast talent needs, and align people and culture initiatives with business goals.

Aligning our workforce needs to the Corporate Plan means we continually review our workforce to ensure we have the right roles, right skills, at the right time and at the right cost.

Our average salary has increased in line with Public Sector Pay Policy and market rates. The increase reflects a move from more generalist workforce to one made up of specialists, with the technical know-how and experience to deliver our business commitments.

**399**

full-time equivalent employees in 2025

Our average full-time equivalent salary is  
**£44,000**

**65.5%**  
of our workforce are female

## Average salaries 2021 - 2025



# OUR WORKFORCE, OUR PEOPLE

We offer hybrid working and support the right to disconnect.

Almost all of our vacancies are advertised as Scotland wide opportunities.

We recognise the value of offering flexible working, providing a better work/life balance which is reflected in the following statistics.

**16.5%**  
work compressed  
hours

**31%**  
are part-time  
employees

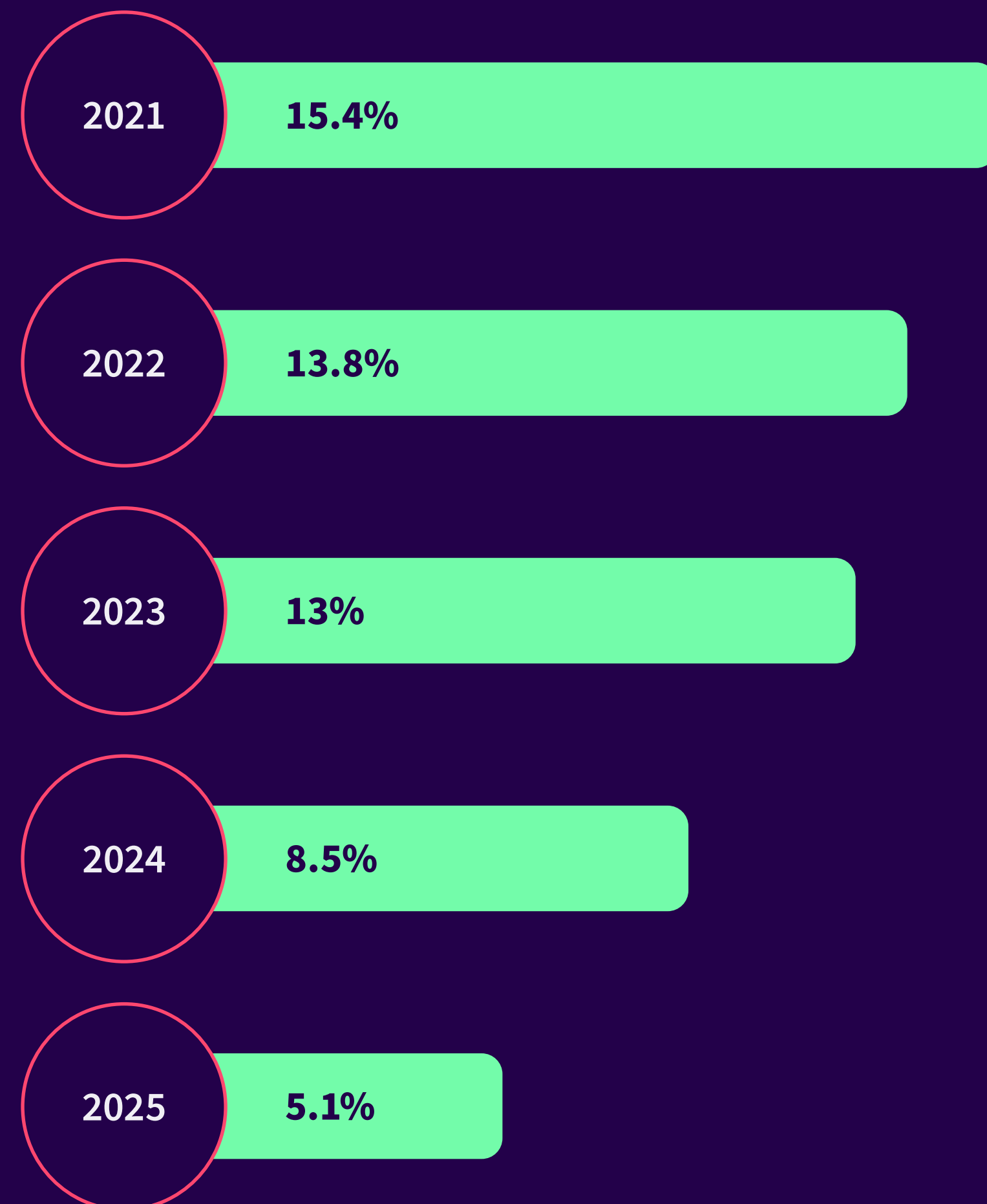


We offer employment opportunities across  
**14 key locations in Scotland**

# OUR WORKFORCE, OUR PEOPLE

## Gender pay gap

The gender pay gap has decreased 10.3% since 2021 from 15.4% to 5.1%. Changes in our workforce profile, corrective action and new leadership has all contributed towards this positive change.

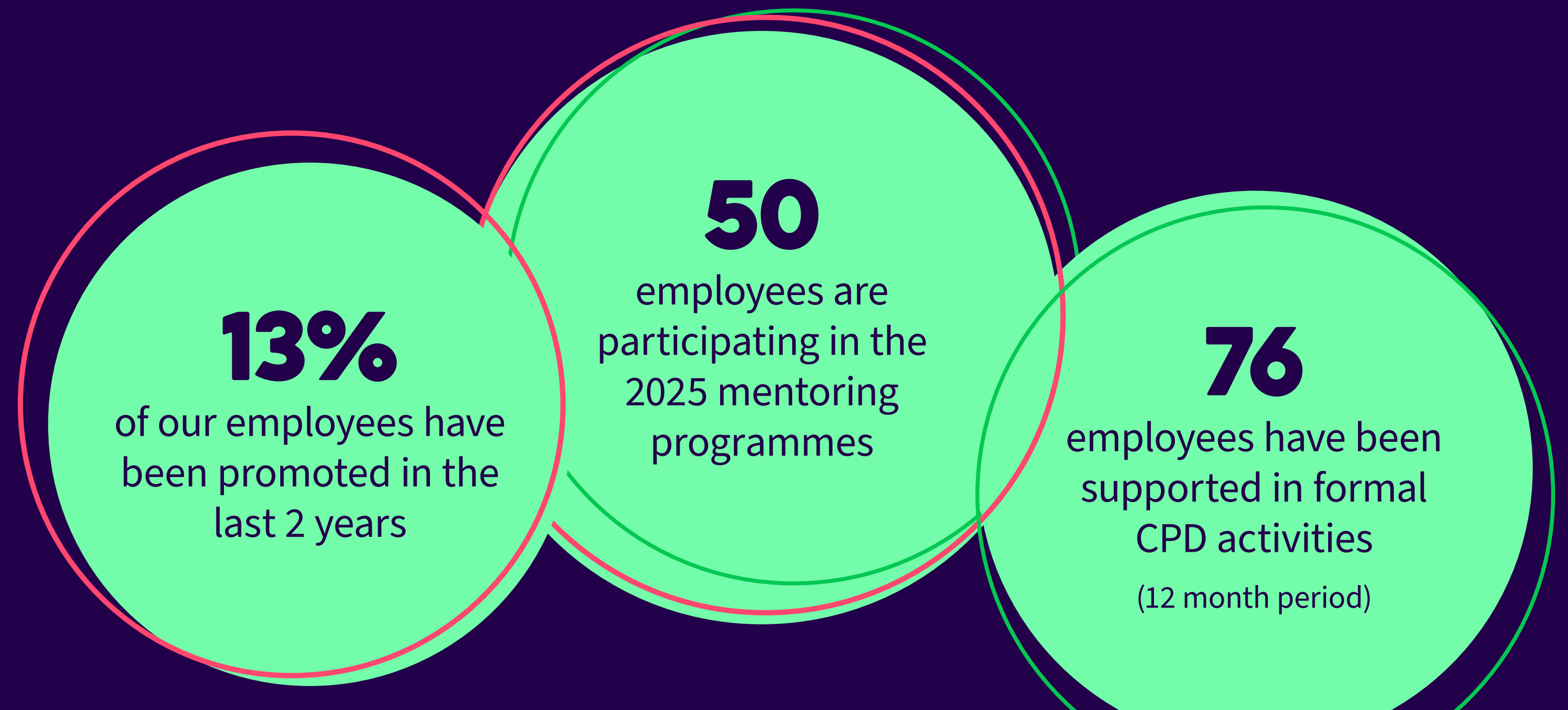


Our resourcing policy and practices support the growth and development of employees whether that be through sideways moves, promotions, or secondments. We invest in learning and skills development to support continuing professional development (CPD) and work performance.

Attracting external talent also remains important. Combining the experience of existing employees with new, external talent is vital. We work with a range of partners to promote, and offer, varied and valued job roles across Scotland including rural and island locations.

**45 internal moves or promotions** in the last two years.

We have invested in **189 individual learning programmes** in the last 12 months.



# OUR PEOPLE AND CULTURE OBJECTIVES

WE MAKE A COMMITMENT TO OUR PEOPLE AND OUR STAKEHOLDERS, TO BE:

**A respected and progressive employer, retaining a lean and effective workforce employed across Scotland.**

We are a workforce who are adaptable, skilled and make a positive contribution to the growth of the visitor economy.

**An employer committed to the continuing development of its workforce.**

We support the wellbeing and performance of our workforce, recognise individual and collective contributions to the organisation and the delivery of our objectives.

**An employer considered a leader in inclusive, sustainable and fair working practices.**

We lead by example and collaborate with others to learn and share best practice.

# OUR PEOPLE AND CULTURE COMMITMENTS

ACHIEVING OUR COMMITMENTS

1

## Inclusive working

- Equality and diversity
- Employee wellbeing and safety
- Working environment and work practices
- Sustainable work practices

2

## Talent management

- Attraction and retention
- High potential development
- Succession planning
- Youth development
- Learning and development
- Performance management

3

## Workforce management

- Pay and benefits
- Job analysis and design
- Headcount and role management
- Policy development and compliance
- Resilience planning

4

## Leadership and engagement

- Leadership engagement and visibility
- Leadership development
- Employee engagement
- Employee recognition

5

## Employer brand

- Communicating our values
- Storytelling
- External partnerships
- Advocacy

# ACHIEVING OUR OBJECTIVES AND MEASURING OUR SUCCESS

We assess activity against our [‘4S’ outcomes](#) which are designed to ensure the benefits of tourism and events reach across Scotland: spread, spend, sustainability and satisfaction.



## Spread

A diverse range of talent, enabled with the right tools and infrastructure, employed across Scotland.



## Spend

The right size and shape of organisation, maximising the investment to grow the visitor economy.



## Sustainability

Improved environmental footprint of our workforce and operations, driving toward net zero 2045.\*



## Satisfaction

A positive organisational culture felt through high levels of employee satisfaction and retention and personal development.

### Measurement will be conducted using a variety of tools including:

- Employee surveys
- Equality Mainstreaming reporting
- Regular analysis and reporting of the headcount numbers, vacancies, role distribution and payroll costs
- The introduction of a skills audit to assess current capabilities/skills

\*internal sustainability report and measures provided in a separate report

Aligned to the Corporate Plan and Measurement Framework, we will measure our People and Culture activities.

| Action                         | Outcome(s)  |
|--------------------------------|---|
| Workforce size, shape and cost | We will monitor our workforce number, grades, role distribution and average salary levels   |
| Skills (capabilities and gaps) | We will assess the skills and capabilities of our workforce   |
| Turnover / attrition levels    | We will focus on areas where attrition levels (both positive and negative) may impact organisational performance, ensuring appropriate interventions are identified and implemented |
| Gender pay gap                 | We will report our pay gap data in line with our public sector duties   |
| Diversity and inclusion        | We will report equality and diversity data in line with our public sector duties  |
| Geographic spread              | We will monitor and report on the geographic spread of our workforce  |
| Engagement levels              | We will measure engagement levels at directorate and organisational level   |