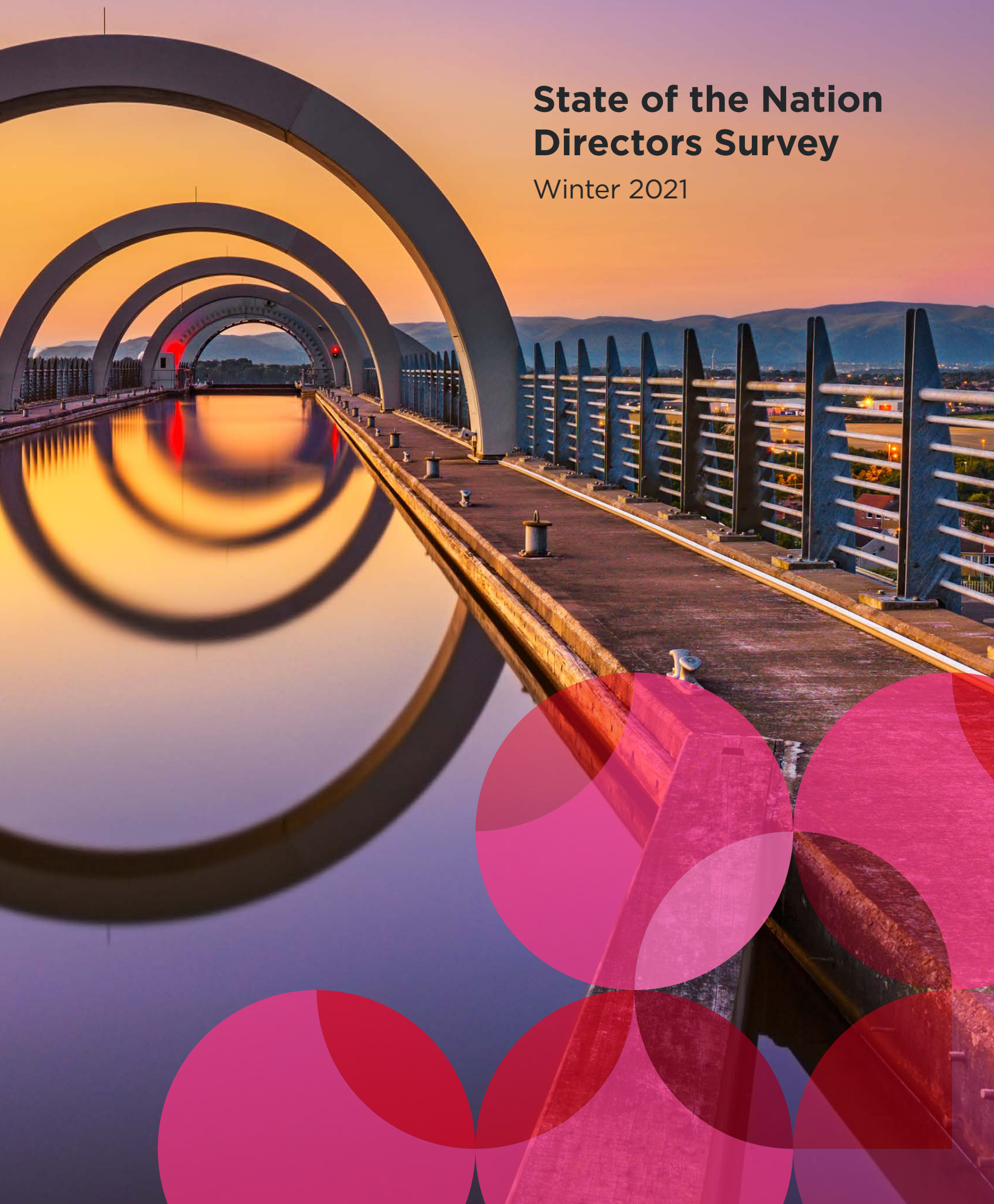




**Scotland**  
Institiud Stiùirichean na h-Alba

# **State of the Nation Directors Survey**

Winter 2021



# Background

**The IoD Scotland team introduced this important new annual survey to help us to understand and support our members and their organisations better.**

As well as helping to inform our future service planning, the State of the Nation Survey responses will also support us to better represent our members in our policy engagement with the UK and Scottish Governments. This is part of us adopting a more strategic approach to gathering insight and views from members in communities and sectors across Scotland.

The results from this first survey will act as a baseline for us and going forward, and the survey will be issued annually to the IoD Scotland community. Ongoing analysis of the results will enable us to ensure that we are responding to and reflecting through our work streams, the key policy issues for our Scottish members.

## Introduction

The State of the Nation Survey was open to responses from members of the Institute of Directors in Scotland from 25th August 2021 until 29th November 2021.

In that time a total of 263 responses were received. 179 of these were 'complete responses' – where respondents had answered every question. 84 of the responses were 'partial responses' where respondents had answered only some of the questions.

Not every response required an answer and the majority of the questions were completed by over 200 people. Therefore, the survey sample represents 20% of the total membership of IoD Scotland as at December 2021.

No responses were disqualified from inclusion.

## Next steps

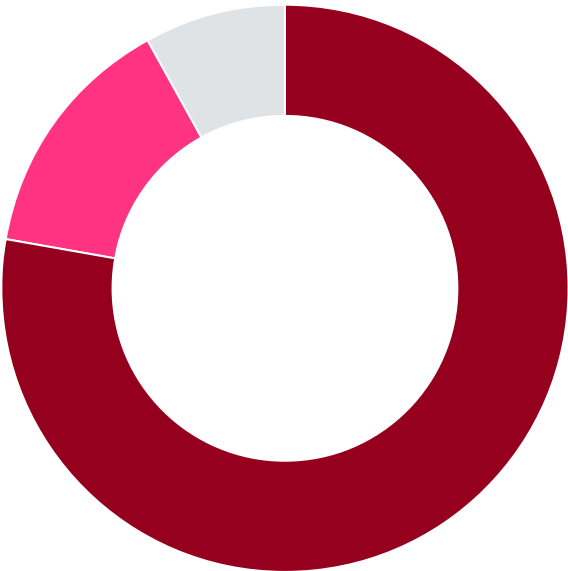
IoD Scotland will use the results of this survey as the basis for planning our engagement and activities with our members over the course of 2022. The answers you have shared gives us a clearer steer from you on key issues, and we now want to think about how we use this information to feed in your insight and experience to policy and decision-makers at both a Scottish and UK Government level.

Thank you to all those who have fed into this important research. We look forward to further discussions with you all throughout 2022.



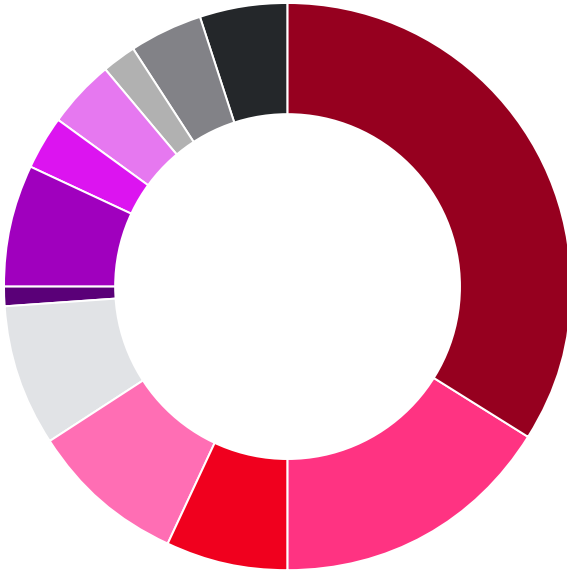
# What does the feedback tell us?

**IoD Scotland membership is predominately from the private sector and more than 70% are firms with less than 100 employees.**



Sector	%
Private sector	78
Third sector / charity	14
Public sector	8

**90%**  
of respondents say  
Good Governance and  
Leadership are  
deemed important



No. of employees	%
1-10	34
11-25	16
26-49	7
50-100	9
101-200	8
201-249	1
250-500	7
501-1,000	3
1,001-5,000	4
5,001-10,000	2
> 10,000	4
0	5





# Skills

**Members are polarised on skills – be that having the right skilled workforce in place or recruiting for vacancies over the coming year.**

Does your primary organisation have the right number of skilled people for your current jobs?



Response	%
Yes	53
No	44
Don't know	3

Do you feel confident that your primary organisation will be able to recruit the right people for the vacancies you need to fill in the upcoming year?



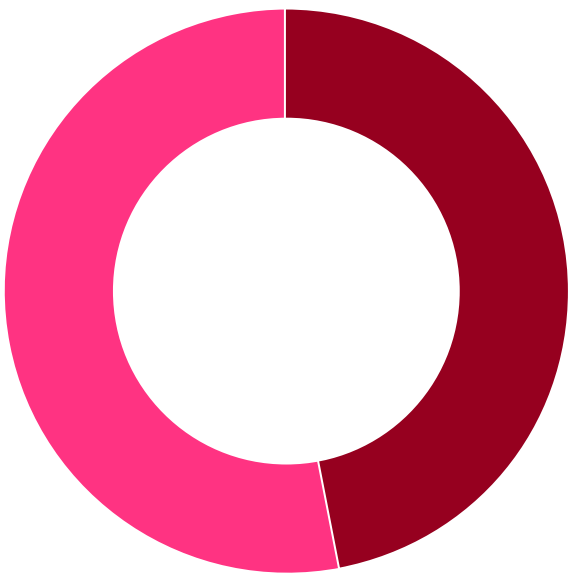
Response	%
Yes	49
No	35
Don't know	16

This splits even further when looking at the sector specific responses. Those in the Education or Manufacturing sectors report that they do not have the right workforce in place and are concerned about recruiting the right people in 2022. However, those in the Finance & Insurance and IT & Communication sectors are mainly confident that they have the right people in post and can recruit the right candidates for vacancies.

# Fair Work Principles

Understanding of the Fair Work Nation Principles is mixed – less than 30% of respondents feel they have adopted the principles.

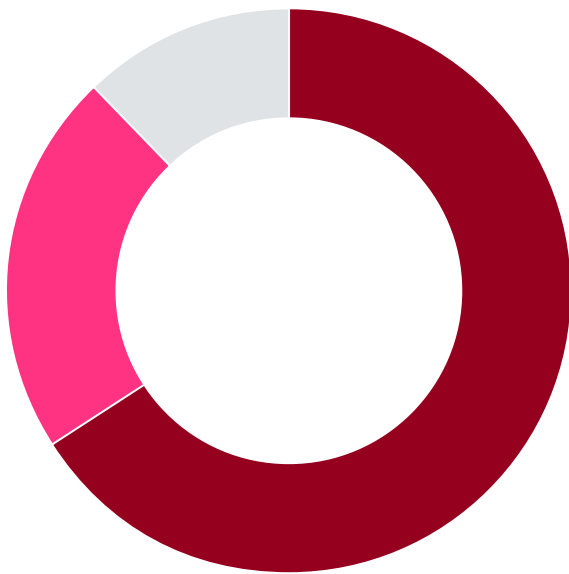
As a director, are you aware of the Scottish Government’s ‘Fair Work Nation Framework’?



Response	%
Yes	43
No	57

209 responses

Has your business adopted its principles?



Response	%
Yes	66
No	22
Don't know	12

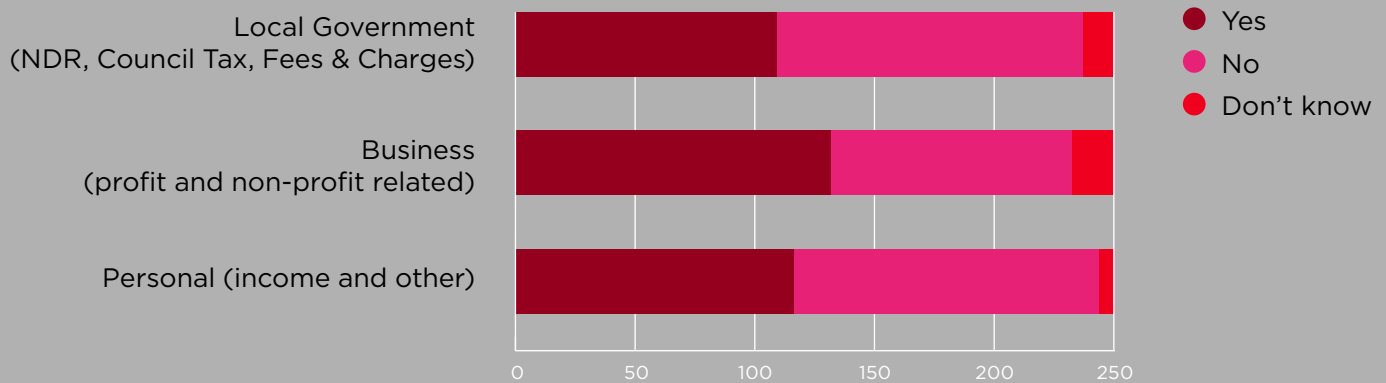
91 responses

Once again, this splits further when you explore the results at a sectoral level. For instance, those in the Education Sector were not only aware of the Framework, the majority have adopted its principles. However for those in Finance & Insurance, IT & Communication and Manufacturing, the majority had not heard of the Framework and therefore had not adopted its principles.

# Taxation

When asked the question *‘Do you believe the taxes that you pay in Scotland are fair?’*, 65% responded that their business taxes; 58% personal taxes and 53% local taxes are fair.

28% felt that their business taxes; 40% personal taxes and 40% local taxes are unfair.

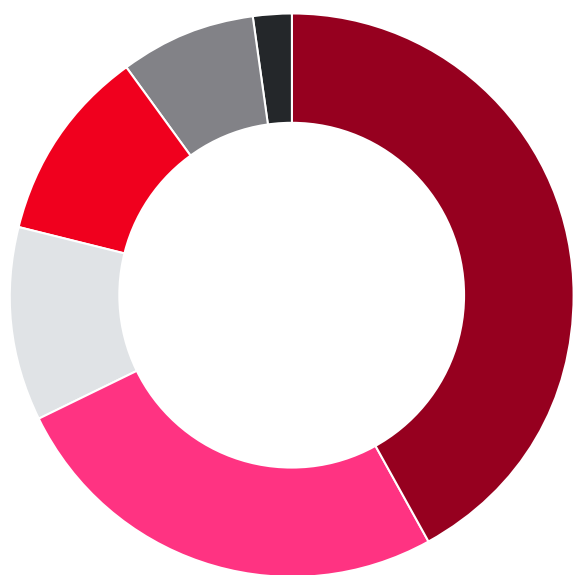


Any increase in taxes should go to Education (58%); the NHS (38%) and the Environment (34%).



# The role of Government

Members were fairly united on their views of the role of the Scottish Government with 79% noting that ‘Efficient delivery of public services; ensuring skilled workforce and effective regulation of the market’, was the primary role of the Scottish Government.



Response	%
● Ensure efficient and effective delivery of public services	42
● Ensure suitably skilled workforce – at all levels	26
● Establishing and monitoring effective regulatory regimes to make the market fair	11
● Supporting businesses financially (all types of financial supports)	11
● Other	8
● Don't know	2

Feedback was similar regarding the role of the UK Government with 65% of respondents stating that ‘Efficient delivery of public services; ensuring skilled workforce and effective regulation of the market’, was the primary role of the UK Government.

# Policy

**Employment is the priority policy area for IoD members in Scotland over the next five years.**

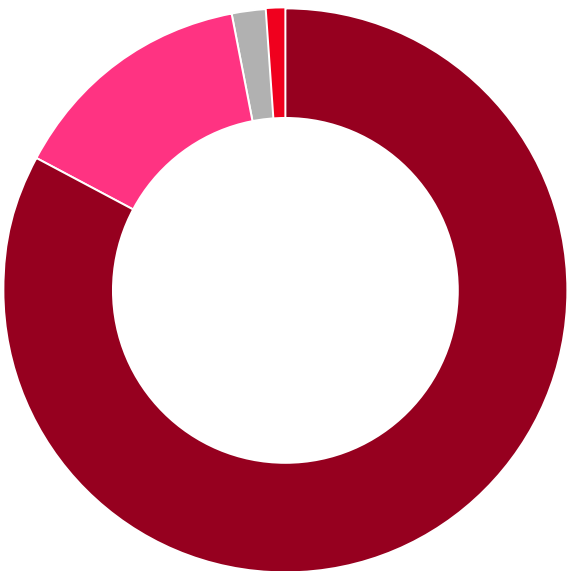
**Science, Technology & Innovation and the Environment also very important to IoD Scotland members.**



# Professional development

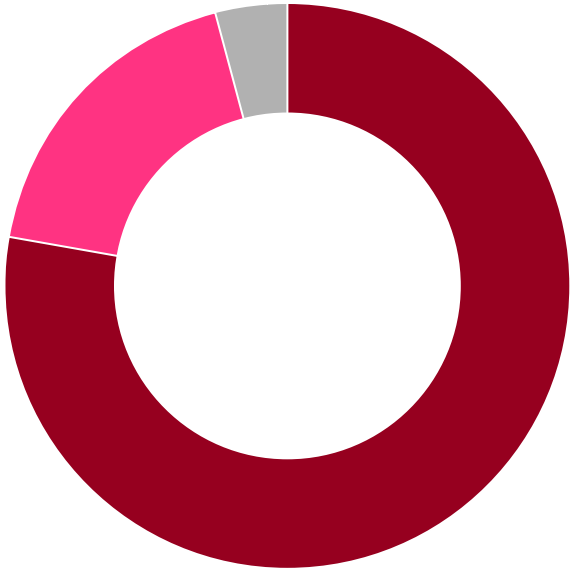
**Continuing Professional Development is viewed as very important for IoD Scotland members, both personally (83%) and for employees (78%).**

How important is it for directors to invest in their own skills?



Response	%
Very important	83
Quite important	14
Neither important or unimportant	2
Very unimportant	1

How important is it for your primary organisation to invest in the skills of others?



Response	%
Yes	78
No	18
Neither important or unimportant	4



# Concluding remarks

**IoD Scotland will use the results from this inaugural State of the IoD Scotland Nation Members Survey to shape our work streams and policy focus over the next 12 months.**

The feedback that we have gathered has already proved to be hugely insightful, informative and useful when we are meeting with policy makers and other representatives.

Our sincere thanks go to all those who took the time to complete the survey and share their thoughts with us.

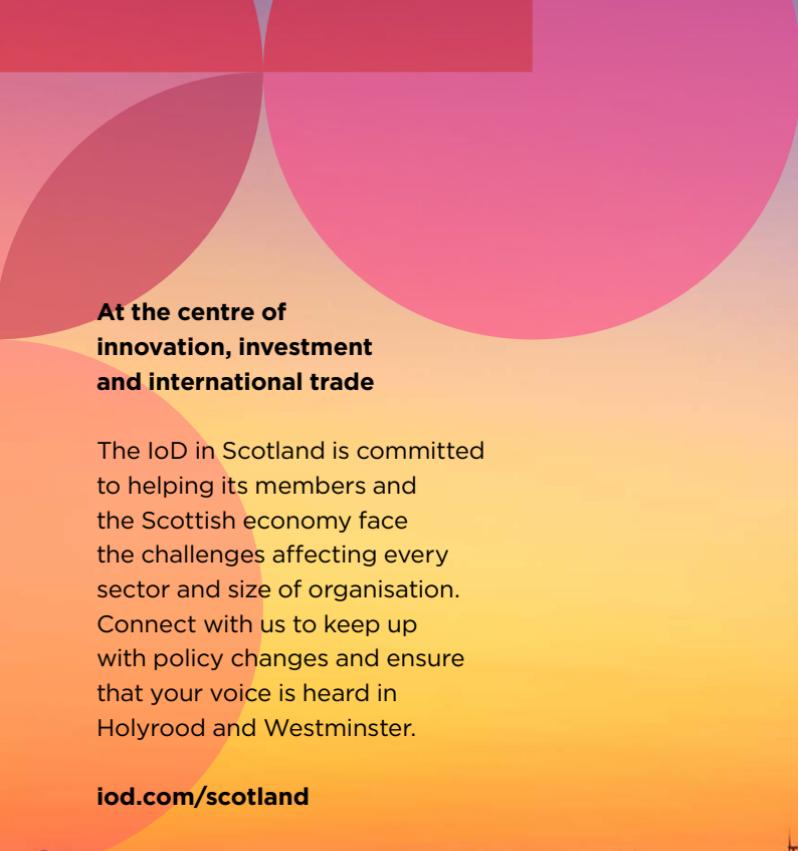
The next survey will be available in the autumn. In the meantime, we would like to encourage all IoD Scotland members to sign up to the IoD's Policy Voice offering.

Policy Voice is a panel of IoD members who give us their views monthly on current business issues.

All IoD members can join Policy Voice and share their views to influence how we talk to those in power on a range of business-critical issues – from trade to taxation, education to entrepreneurship and inclusion to innovation.

**Further information:**  
[iod.com/policyvoice](https://iod.com/policyvoice)





**At the centre of  
innovation, investment  
and international trade**

The IoD in Scotland is committed to helping its members and the Scottish economy face the challenges affecting every sector and size of organisation. Connect with us to keep up with policy changes and ensure that your voice is heard in Holyrood and Westminster.

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