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Dear Convener

I am following up on my letter dated 6 June which provided our response to your inquiry into the Scottish Government's international work.

The Committee's report recommended the Scottish Government publish an Annual Report setting out the contribution made by the international offices to promoting the values, objectives and priorities of the Global Affairs Framework. I'm supportive of this recommendation which echoes work my officials are undertaking and I will provide further updates to the Committee as this develops.

At this stage I thought the Committee would find it useful to receive an update on the work that Scotland's international network has been undertaking.

Firstly on business planning, as part of our aim to enhance collaborative working internationally across the offices of the Scottish Government and Scottish Development International (SDI) - Scottish Enterprises's trade and inward investment arm - a fully integrated joint business planning process has been developed in recent years as a core part of Scotland's international network.

Business plans for 2022/23 were developed earlier this year and are being implemented across eight locations where both the Scottish Government and SDI have a physical presence within a given location, these are Brussels, London, Canada, China, France, Germany, Ireland and the USA. I have attached a summary of each international offices' business plan outlining priorities in each of these respective locations. In the case of Brussels, the process of joint business planning has already been in place for a number of years, across the partners of Scotland House Brussels - Scottish Government, Scotland Europa, and Scottish Enterprise/SDI with their plan predominantly focussed on the EU institutions rather than a specific country or region.

The summary highlights a number of thematic issues spanning across several locations such as maximising the legacy created through COP26, showcasing Scotland's cultural heritage and assets and economic engagement through trade and investment. Respective plans also highlight the importance of local knowledge in capitalising opportunities, for example the potential for hydrogen collaboration and partnership in France and Germany, health collaboration in Ireland and a focus on space sector investment with partners in the United States.

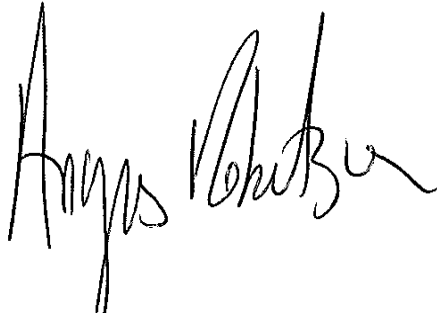
In 2023-24 joint business planning will be expanded to include the new Nordic office in Copenhagen, opened by the First Minister on 26 August 2022, complementing the existing SDI presence.

The business plans have been developed by each location considering the high level country-specific context within which their plan is devised and will be implemented. Business plans also consider significant activity, whether by SG or SDI or both, to deliver each of these objectives over the course of the year. The prioritisation of plans themselves is determined by local knowledge; based on an assessment of the highest-impact opportunities; with this being agreed locally across SG/SDI partners and a high degree of autonomy given to each location with an overall framework.

Secondly I have attached a copy of the priorities mandate. This was issued jointly by myself and the Cabinet Secretary for Finance and the Economy in February 2022, at the start of business planning process to the international network. It is designed to help business planning by ensuring a focused strategic direction from the Cabinet Secretaries with portfolio responsibility for Scotland's international network as a whole. The mandate provided a framework in which the international network can structure its work around the values and objectives of the Global Affairs Framework, and linking this directly to the priorities outlined within the Programme for Government 2021-22 – specifically tackling the climate emergency, supporting economic recovery and reducing inequalities as well as publications such as the now published National Strategy for Economic Transformation. Following the publication of the Programme for Government 2022-23 in September during the most severe economic upheaval in a generation, work is ongoing to focus the priorities of Scotland's international network for the coming year.

Lastly I have attached a copy of the monitoring and evaluation reports for the international offices covering SG/SDI activity in 2021/22 in respective joint locations. As I covered during my evidence session with the Committee earlier this year, each Scottish Government international office submits a monitoring and evaluation report for each financial year in order to monitor the offices' effectiveness; to ensure they are achieving their objectives; and that they provide value for money. Five shared outcomes inform the activity and evaluation of the network. When reporting against these outcomes, offices use a range of both qualitative and quantitative indicators to measure their performance. As the Committee recognised there are challenges in measuring the impact of diplomacy and soft power but we are committed to focusing colleagues both at home and overseas looking continually to improve how the impact of the international network is captured and reported

Our aim is that the information from the three attached documents will form the basis of an annual report which will be introduced next year. As this work develops I have asked my officials to consider what further information will make the annual report as useful as possible and in turn will demonstrate the hard work staff in our international offices do day to day to create domestic opportunities, help further economic, cultural and policy visibility in key countries, attract jobs and investment and ultimately benefit the people of Scotland.

A handwritten signature in black ink, reading "Angus Robertson". The signature is written in a cursive style with a large initial 'A' and 'R'.

ANGUS ROBERTSON

The Scottish Government's international network - business plans summary 2022/23

Business plans for 2022/23 have been developed and are being implemented across eight locations where both the Scottish Government and Scottish Development International - Scottish Enterprise's trade and inward investment arm - have a physical presence within a given location:-

- Brussels
- London
- Canada
- China
- France
- Germany
- Ireland
- USA

In 2023-24 this will be expanded to include Copenhagen, with the Scottish Government office having opened this year to complement the existing SDI presence there.

In the case of Brussels, the process of joint business planning has already been in place for a number of years, across the partners of Scotland House Brussels - Scottish Government, Scotland Europa, and Scottish Enterprise/SDI with their plan predominantly focussed on the EU institutions rather than a specific country or region.

This summary document provides an overview of how SG and SDI are staffed and work within each of location together with an overview of each location's focus within their business plans for 2022/23.

Business plans were supported by two main pillars. These were:-

1. the priorities mandate

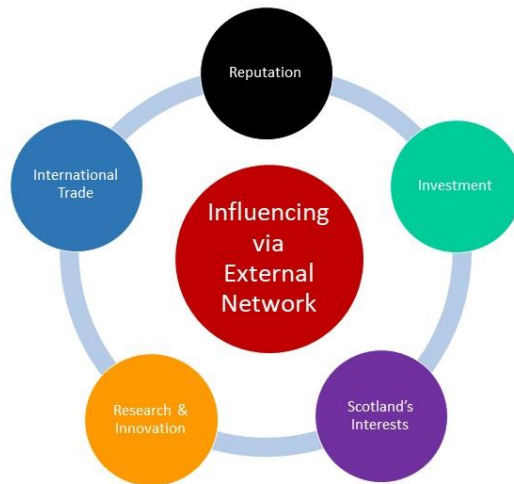
Issued jointly by the Cabinet Secretary for Finance and the Economy and the Cabinet Secretary for the Constitution, External Affairs and Culture, the Priorities Mandate is designed to help ensure a coherent and responsive approach from the international network to the strategic priorities for Scotland.

This has also ensured a close read across with our existing strategies across the priorities outlined in this mandate. For example the mandate sits alongside our existing International Plans on Exports (*A Trading Nation*), Inward and Capital Investment (*Inward Investment Plan* and *Global Capital Investment Plan*) and our *Vision for Trade*. More widely the 10 year *National Strategy for Economic Transformation*, in addition to complementing our existing trade & investment strategies outlines the long term vision to transform Scotland's economy and will aid the long term planning for the network. Throughout the coming year support will continue to be provided to the international network from SG/SDI teams at home to ensure forthcoming work is both understood by respective offices and is reflective of our international priorities.

2. long term strategic outcomes

The long term Strategic Outcomes form the basis of the network's business planning processes. They are designed to provide consistency and help inform how the network should pursue the main priorities within their own context.

Across both areas these will also form the basis to ensure we can monitor and evaluate, measure our activities, output and successes to inform the focus, prioritisation and rationale for our international work.



Next steps

Following the publication of the Programme for Government 2022/23 work is underway to focus on the priorities of Scotland's international network for 2023/24. After business plans for 2023/24 are developed, we will publish an annual report explaining how our international offices are working to promote our values, objectives and priorities across the globe by creating domestic opportunities, broadening our horizons, attracting investment and ultimately benefitting the people of Scotland.

Brussels

Scotland House Brussels was established in 1999 and is the centre of Scotland's engagement with the EU and wider European and international partners in Brussels. It brings together the Scottish Government, Scotland Europa, and Scottish Enterprise/Scottish Development International. We are an integrated and diverse team, drawing on expertise and experience from across Scotland. We provide services to support Scotland's economic and diplomatic interests at the EU level; maximising opportunities for delivery with our networks and stakeholders; underpinned by a rich programme of cultural promotion and policy events

Priorities for 2022-2023

Strengthen Scotland's EU relations - with the Institutions (European Parliament, Council and the Commission); national and subnational/regional partners; EU networks and think tanks, and also our bilateral relations with Belgium.

Showcase Scotland's high ambition and commitments on net zero (climate, energy and the environment) - maximising the legacy created through COP26 and presenting Scotland's climate and environment work internationally as we focus our attention on CBD COP 15 & COP 27 in Egypt – highlighting our potential as a Hydrogen exporter to Europe.

Promote Scotland as a hub for research, innovation and collaboration for planet, people and place; as a trusted and secure home for businesses and a partner to the EU & its networks.

Promote and enhance Scotland's trade and economic development priorities – with a focus on our work to deliver a wellbeing economy, and a fair and just transition for all people and places in Scotland.

Showcase Scotland's strong values, cultural heritage and natural assets – maximising opportunities for cultural diplomacy through set piece cultural events (Burns, St Andrews Day, Fringe, Year of stories), as well as developing broader activities as a hook for wider engagement opportunities.

Understand, monitor and engage with EU policies, developments and activity – to support work on alignment, deliver coordinated services and to support our stakeholders and Scotland Europa members. Developing a range and depth of external communications materials to maximise opportunities for shared learning for staff and Scottish stakeholders & European partners.

Maximise opportunities for the delivery of our Scotland House Brussels business plan through and with stakeholders and partners; such as think tanks, our core networks such as the Vanguard Initiative, the European Regions Research and Innovation Network and other key partners in Brussels.

London

Established in 2017, Scotland House London is a unique collaboration between the Scottish Government, Scottish Enterprise (including Scottish Development International), Visit Scotland and Highlands and Islands Enterprise - the four Partners. It provides a place for businesses and organisations to network, work, do business and stage events in order to drive their growth and is the permanent base for staff from Partner organisations in London.

Priorities for 2022-2023

Attract inward and capital investment that aligns with Scotland's values and delivers good jobs and green growth in communities across Scotland.

Support the delivery of the Export Growth Plan by developing relationships with priority country embassies to identify opportunities to encourage more trade with Scotland and address market access issues relevant to Scotland and Scottish companies.

Deliver a programme of activity through which opportunities are created to support specific action areas of the National Strategy for Economic Transformation, focusing on Entrepreneurship, New Market Opportunities and the promotion of Productive Regions.

Deliver a programme of activity through which opportunities are created to set out Scotland's ambition on net zero - maximising the legacy created through COP26 and presenting Scotland's climate and environment programmes internationally in the lead up to COP 27. Promote Scotland's Renewable energy capacity and aspiration to be a significant net energy exporter, underpinned by a fair and just transition.

Deliver a programme of activity through which we showcase the strengths of Scotland's Higher Education sector, facilitating international collaborations on R&D, promote international student exchange and investment.

Promote and showcase Scotland's cultural heritage and assets, creating opportunities for international collaborations - delivering a programme of events across the arts supporting cultural organisations to engage new audiences.

Continue to grow Scotland House London membership after its temporary closure due to the pandemic through identifying opportunities to promote and showcase the service through partnerships with Scottish public and private sector organisations and higher educational institutions.

Support Scottish tourism businesses to internationalise, supporting Scottish SMEs in the tourism sector to meet with tour operators and wholesales in London and develop business relationships.

Canada

Team Scotland in Canada comprises a Scottish Government office established in 2018, with four members of staff based in the British High Commission in Ottawa and Scottish Development International (SDI) Trade and Investment staff located across the Americas including a physical presence in Calgary and Toronto.

Priorities for 2022-2023

Strengthen the Scotland/Canada bilateral relationship by fostering government cooperation and identifying mutually beneficial opportunities, to include enhanced policy collaboration.

Build on shared heritage in Canada to showcase Scotland's distinct modern-day bilateral offer to support key priorities including climate/environment and biodiversity, supporting Scotland's Arctic policy, culture, inclusivity (e.g. through a focus on areas including period poverty and social enterprises), Wellbeing Economy and an inclusive green recovery and just transition.

Promote Scotland's climate ambition as a legacy from COP26, identifying areas for collaboration focusing on energy/renewables/transition, biodiversity, green agriculture, the Arctic and people.

Protect and increase foreign direct and capital investment to support Scotland's economic recovery and growth through lead generation and business development; attracting inward investment reflecting Scotland's values to deliver better jobs and green growth in communities across Scotland; working with existing investors across key opportunity areas.

Promote economic engagement through trade by offering continued support to Scottish companies and assist Scotland's economic recovery and growth in Food and Drink, Science and Technology, and Energy.

Support and facilitate the development of civic links with Canada. Identifying opportunities to grow and promote modern-day Scotland, using 'Scotland is Now' pillars and outreach with diaspora, GlobalScots, alumni and Scottish Societies.

Support Scottish partners (e.g. Visit Scotland, HEIs, Innovation Centres and research institutes) to strengthen ties, amplify positive messages and exemplify Scottish expertise in Canada, as well as highlighting broader bilateral opportunities.

China

The Scotland in China Network is a partnership between the Scottish Government and Scottish Development International, working towards strengthening Scotland's political and economic, cultural and education, and social relationships with China. SDI and the Scottish Government have had a presence in China since 2003 and 2005 respectively.

As geopolitics has continued to evolve during 2022, Team Scotland in China is live to the challenge this presents to our work. While delivering on the opportunities presented in China, we will support partners across the public, private and third sectors in their due diligence approaches, seeking to mitigate risk where possible.

Throughout our engagement, we will exemplify Scottish values and promote Scotland's progressive social policy as a good global citizen

Priorities for 2022-2023

Higher Education and Research - deliver a range of events to engage recruitment agents, potential joint venture partners and the Chinese Academies of Science to help them to understand Scotland's offer.

Culture - promote Scotland's Festivals, mainstream, as well as niche and under-represented artists and art forms and strengthen partnerships with the British Council and other partners to enhance Scotland's visibility in market when travel and traditional collaboration is not possible.

Climate and Biodiversity – continuing to promote Scotland's climate leadership and advancing the aims of the Edinburgh Declaration on Biodiversity and outcomes and aspirations resulting from COP 26 in Glasgow,

At a time when travel to/from China is near impossible, collectively work with Visit Scotland and highlight our future travel ambitions, by sharing Scotland's thought-leadership on sustainable tourism and social enterprise/community involvement in tourism.

Enhance Scotland's reputation as a global leader in technology and innovation, and demonstrate our willingness to collaborate with Chinese partners, in line with our values as a matter of principle.

Trade - cement Scotland's reputation as a global supplier of premium food & drink and grow exports of Scottish salmon and Scotch whisky to the China market, We will strengthen the resilience of our supply chain to mitigate the impact of future shocks such as those that have been presented through the Covid pandemic.

Investment - while being mindful of national security implications and political sensitivities, we will welcome well-intentioned, vetted and proven Chinese investors to collaborate with Scottish businesses on ambitious capital projects that can help to transform the Scottish economy

France

Our Paris office opened in 2018 and promotes the development of partnerships between Scotland and France. It comprises two teams who work as one Team Scotland. The Scottish Government team is a small team of three that leads on our diplomatic, political engagements in France as well as cultural diplomacy. The Scottish Development International team comprises eight Paris-based colleagues who lead on economic aspects and trade promotion and developing investment opportunities across a range of sectors including energy, life sciences, new technologies and food and drink.

Priorities for 2022-2023

Continue to develop Franco-Scottish university, research and accelerator/incubator partnerships and links. Ensuring Scotland's reputation as a global leader for innovation, research and higher education, and ambitions for continued collaboration with our French partners, is well understood.

Deliver a strong cultural programme by continuing to showcase the best of Scotland's cultural heritage (including indigenous languages, music, food and drink and textiles, Scotland's year of stories) and promote Scotland as an open facing country amongst French partners and stakeholders

Promote our world-leading action in the fight against climate change and on renewable energy building on activities relating to COP26 in Glasgow, zero carbon priorities, expertise and track record. This will also include showcasing Scotland's hydrogen and offshore wind capacities in France, based on a good understanding of France's needs and its strategic country plan

In the context of A Trading Nation and the Trade Vision, support Scottish businesses to develop international trade and to maintain and develop new markets across the following priority sectors:

- Life Sciences: pharma services, digital health, medtech and green chemistry
- Technology: space, fintech and sustainable construction
- Energy and low carbon transition: offshore wind, low carbon hydrogen and nuclear decommissioning
- Food & Drink: seafood, spirits and premium grocery

Through lead generation and business development, attract inward investment that reflects Scotland's values as a nation and will deliver better jobs and green growth in communities across Scotland, across the technology and creative industries, food and drink, low carbon and renewables and financial and business service sectors.

Germany

Our Berlin office was established in April 2018 and is based at the British Embassy. Together with the Scottish Development International in Dusseldorf, Team Scotland in Germany is a partnership between the Scottish that works towards strengthening Scotland's political, economic and cultural relationships with Germany. The Scotland in Germany Network promotes engagement across devolved matters and supports collaboration between Scottish and German business, innovation and research, educational and cultural organisations.

Priorities for 2022-2023

Promote Scotland's devolved interests in Germany and open doors in priority areas by strengthening networks, strengthening the bilateral relationship and by fostering cooperation.

In the context of the National Strategy for Economic Transformation, protect and promote economic engagement, showcasing Scotland's strengths at a strategic level and across key sectors with German ministries, stakeholders and partners, including across renewable energy, life sciences and health tech, AI and digital technologies, consumer lifestyle, space, food & drink.

In the context of A Trading Nation and the Scottish Government's Vision for Trade, support Scottish businesses to develop international trade and to maintain and develop new markets across the financial and industrial technology, food and drink, renewable energy, Life science, and consumer goods sectors.

Through lead generation and business development, attract inward investment that reflects Scotland's values as a nation and will deliver better jobs and green growth in communities across Scotland, across the technology and creative industries, food and drink, low carbon and renewables and financial and business service sectors.

Identify opportunities and intensify collaboration at state and federal level across offshore wind and hydrogen, seeking i) to ensure that Scotland is formally recognised as a potential hydrogen import partner for Germany and that the necessary partnerships and projects are established, and ii) to help strengthen the sector by developing joint learning and technology exchange, trade, investment and research opportunities.

Promote Scotland's climate ambition and net zero priorities, expertise and track record. Develop and manage opportunities for collaboration and partnership, including through the U2 Coalition, and across hydrogen and biodiversity; by working on the legacy of COP26 in Glasgow; and by promoting the links to green economic development and decarbonisation via offshore wind, hydrogen, e-mobility and green finance.

Support Scottish HEIs and other stakeholders in maintaining and strengthening their ties post-Brexit with German HEIs, research institutes and innovation partners.

Showcase Scotland's distinct cultural heritage through events, and a focus on indigenous languages, literature, music, food and drink

Ireland

The Dublin office was established in early 2016 and provides dedicated support for building on the existing links between Ireland and Scotland. The Dublin team is comprised of a Scottish Government Head of Office, a Deputy Head, two Scottish Development International trade and investment staff and a Cultural Diplomacy lead.

Priorities for 2022-2023

Strengthen networks and the bilateral relationship by increased outreach to diaspora and political contacts. Build new networks and foster cooperation in order to promote Scotland's devolved interests in Ireland and open doors in priority sectors. In doing so, we will:

- Demonstrate to Irish stakeholders that Scotland values Ireland as a priority country for engagement, economically, politically and culturally. Use the bilateral framework to guide work in areas where there is scope to enhance policy collaboration, and ensure SG policy and priorities are known.
- Showcase where Scotland has a distinct approach to social and economic policy, such as the Wellbeing Economy, Just Transition, and a more inclusive, green recovery post-Covid.

Continued delivery of the Ireland Scotland Bilateral Review - increased cooperation is planned for work in the areas of island and rural communities, renewable energy, just transition and the CivTech public sector accelerator programme with the Western Development Commission in Ireland.

Deliver a strong programme of events with a focus on Scotland's Year Of Stories, exchange between students and young people, promoting Scottish performers, shared language interests, and sporting links; through which we can promote Scotland's reputation as a young, vibrant, diverse and creative society and support the work of Scottish artists and performers through a programme of events.

Strengthen relationships in Ireland across our key sectors for trade - agritech, edtech, fintech, digital health, proptech and renewables - and identify key opportunities for investment.

In the context of A Trading Nation and the Trade Vision, support Scottish businesses to develop international trade and to maintain and develop new markets, specifically across the fintech, renewable energy, life science and digital health sectors,

Through lead generation and business development, attract high quality FDI and capital investment that reflects Scotland's values as a nation and will deliver better jobs and green growth in communities across Scotland.

United States

The Scottish Government's office within the United States was established in 2001 and is based in the British Embassy in Washington. It is staffed by four Scottish Government employees. Scottish Development International currently employs 34 staff across the broad range of trade and investment priorities within offices located in Chicago, Houston and San Jose together with staff working in other locations across the US.

Priorities for 2022-2023

People and Policy: Caucus - aim to re-invigorate and re-establish the Congressional Caucus after the 2022 mid-terms. Grow and make this group more diverse by reaching out to Congresspeople who engaged with Scotland in policy terms at COP26, rather than relying on heritage or diaspora constituencies.

People and Policy: Alumni - refreshing and diversifying our diaspora by engaging with alumni associations to develop a pipeline of alumni who have stronger links to Scotland and to SDI.

People and Policy: COP26 - utilising the leverage and publicity from COP to engage with State level governments who have interests in renewables and green technology where Scotland has a competitive advantage (e.g. offshore wind).

Trade and Investment: Renewables and Green investment - highlight Scotland's strengths in these areas and leverage COP26 to help drive trade and investment in these sectors.

Trade and Investment: Increase our pipeline of space-related inward investment projects, given the USA is the primary target market for the Space Opportunity Area.

Higher Education and Culture Promotion - use the strengths of our diaspora to bring Scotland to the forefront of minds in the USA. This includes supporting significant cultural events such as Tartan Week, supporting inbound Scottish cultural delegations and events such as the Royal Edinburgh Military Tattoo and Edinburgh International Festival, and using cultural levers to drive HE exchange through approaches such as scholarships, as well as promoting HE excellence by highlighting achievements and the attractiveness of the Scottish HE sector for students and businesses alike.

Greater "Team Scotland" alignment - use new processes (including business planning) to ensure that we drive maximum value from our joint efforts across SG, SDI, VS and wider partners.

PRIORITIES MANDATE FOR THE EXTERNAL NETWORK 2022-23

Ministerial foreword

Colleagues across Scotland's international network

Your leadership overseas and your day to day efforts continue to be greatly appreciated by both of us as well as all of our Ministerial colleagues. The connections you make play a vital role in raising Scotland's global profile and reputation. With the leadership and advice you provide, we can and will continue to make a contribution to the world that is welcomed and valued.

The COVID-19 pandemic and the climate and biodiversity emergencies prove in the starkest possible way that we live in an inter-connected world. As we pursue our domestic objectives and address global challenges through our international engagement, your work in your respective locations across the world are integral to every goal we want to achieve.

Government can never deliver on its ambitions alone. We need to work collaboratively across all areas of Scottish life – public and private, national and local – building on the renewed approach to partnership seen through the pandemic. This is also reflected in our internationalist outlook, which is based on co-operation.

In locations where both Scottish Government and Scottish Enterprise/Scottish Development International colleagues work side by side, your respective business plans should reflect this collaboration and lead by example. We expect Scotland's international network to encourage an approach based around delivering on joint activity and objectives wherever possible.

Over the course of this year the priorities for Scotland's international network are:

- ensuring our economic, diplomatic and cultural activity is focused towards the Government's priorities of tackling the dual climate and biodiversity emergencies, supporting economic recovery, ending child poverty and reducing inequalities.
- showcasing Scotland's ambition on climate and the environment by maximising the legacy created through COP26 and presenting Scotland's climate and environment work and opportunities internationally as the focus turns to COP27 in Egypt
- maximising people to people connections by promoting our economic interests and advancing educational, innovation and research, cultural and policy exchanges, ensuring these reflect Scotland's values-based approach, consistent with our focus on fairness and inclusion at home.

- showcasing Scotland as a hub for innovation, trade and investment - strengthening existing trade and investment links and seeking out new opportunities - all underpinned by our shared values and principles

We look forward to hearing more about and seeing the work you are undertaking in the service of Scotland throughout the coming year.

Kate Forbes,
Cabinet Secretary for Finance and the
Economy

Angus Robertson,
Cabinet Secretary for Constitution,
External Affairs and Culture

Introduction

This is the second year in which a Priorities Mandate has been provided to inform the business planning of the international network. Last year marked the first time Scottish Government and Scottish Enterprise/Scottish Development International undertook a joint business planning process where they respectively have a physical presence within a given country.

The Priorities Mandate is a recommendation of the Future International Network project, designed to help ensure a coherent and responsive approach from the external network to the strategic priorities for Scotland in any given year.

It sits alongside the long term Strategic Outcomes for the network (Annex A) which inform how the network pursues these outcomes in the context of any given year.

While the Mandate will be relevant to the whole external network its application will vary according to the nature, resourcing and location of each office. For SDI offices and Scotland Europa, it does not override the objective setting process within Scottish Enterprise, but should situate that work within the broader strategic context. Within a trade and investment context this mandate will sit alongside our existing International Plans on Exports, Inward and Capital Investment and our Vision for Trade.

Context for 2022-23

2022-23 will contain a number of events with direct relevance for the external network. Overarching all of these events are the challenges we face in supporting our economy and tackling inequalities alongside managing the ongoing pandemic, as the emergence of a new variant in recent months highlights.

This year will build upon COP26, one of the most important and largest events ever held in Scotland. The external network was vital to its success and will continue be vital in our efforts to define a legacy from this historic event, capitalising on new priority international relationships established during COP, turning trade and investment conversations into concrete opportunities and ultimately having a crucial role in explaining our transition to a net zero society.

The network's central role in helping Scotland expand its influence and enhance our economic, cultural and diplomatic visibility overseas is emphasised and recognised by the opening of a new SG office in Copenhagen this year. Alongside this there is likely to be an increased need to respond to questions about Scotland's constitutional future.

A number of publications will follow this mandate to provide a focus for our international work in priority areas over the course of this year and the medium to long term. The Global Affairs Framework will define the basis on which the Scottish Government will prioritise its international activity. Scottish Enterprise's new three year plan will set an important strategic direction.

The 10 year National Strategy for Economic Transformation, which complements our existing trade & investment strategies, will outline the long term vision to transform Scotland's economy and help us reach net zero. The Innovation Strategy will also be key in the coming year, reflecting the strategic outcome for the network around R&I, and the importance of ensuring our approach is international in outlook.

The development of a Cultural Diplomacy Strategy will aid Scotland's culture sector to re-engage internationally and develop its markets and audiences, and explain how Scotland's distinct culture can help us achieve our international objectives. The International Education Strategy will promote Scotland's education offer globally and support Scotland as a study destination for International Students. Finally the Scottish Connections diaspora project will ensure a more cohesive approach to engage Scotland's diaspora

This is the second year of implementing the single unified international network project. Building on last year's business planning, the external network where possible should focus their plans around areas which bring them closer together and areas which encourage work in a longer term strategic context to develop opportunities and relationships, both internally and externally.

Priorities

The Cabinet Secretary for Finance and the Economy and the Cabinet Secretary for Constitution, External Affairs and Culture ask that over the course of the next year we see ever greater alignment and collaboration in our joint posts abroad, ensuring all elements of country aims and objectives across Scottish Government and Scottish Enterprise/SDI are pulled together under a joint business plan to deliver maximum impact for team Scotland.

Specifically we would like you to focus on the following:

- ensuring our economic, diplomatic and cultural activity is focused towards the Government's priorities of tackling the dual climate and biodiversity emergencies, supporting economic recovery, ending child poverty and reducing inequalities.
- showcasing Scotland's ambition on climate and the environment by maximising the legacy created through COP26 and presenting Scotland's climate and environment work and opportunities internationally as the focus turns to COP27 in Egypt
- maximising people to people connections by promoting our economic interests and advancing educational, innovation and research, cultural and policy exchanges, ensuring these reflect Scotland's values-based approach, consistent with our focus on fairness and inclusion at home.
- showcasing Scotland as a hub for innovation, trade and investment - strengthening existing trade and investment links and seeking out new opportunities - all underpinned by our shared values and principles

Challenges

The network will need the ongoing support of the International Board and the Network Management Team in delivering this mandate. In particular, the International Board and the Network Management Team will assist the network as far as possible with

- a challenging budget context. Scotland's own post pandemic resources will remain constrained. In a challenging environment, funding for the external network has been sustained this year. However with a Resource Spending Review underway we will need to strengthen the evidence base for our international work and articulate an ambitious vision for the long term direction of Scotland's international network and how it supports delivery of the Governments priorities
- improving information flows to ensure that the network can effectively represent Scotland's position overseas and that information is shared between offices and partners. Supporting the network to build its confidence in communicating all aspects of Scotland's offer, including on constitutional issues, through improved collaboration and communication with lead teams.
- helping to keep the gaze of the wider Team Scotland upwards and outwards, championing the value of international engagement at a time when domestic political and economic pressures may otherwise tempt us to look inwards.

Strategic Outcomes

Reputation - Scotland's international reputation is improved

The network endeavours to maintain and improve Scotland's reputation beyond its own borders. To sustain a positive reputation, the network needs to nurture an understanding of the distinctive nature of Scotland's and its assets.

Investment - Investment to Scotland has increased

The network seeks to increase investment into Scotland, particularly from the locations and through the institutions where the network's offices are located.

International Trade - Scottish businesses are trading internationally more effectively

Scotland's offices support Scottish businesses to trade more effectively and to reach and develop new markets for Scottish goods and products.

Research and Innovation - Scottish research and innovation capability is promoted and further partnerships and funding secured

An explicit focus of the network hubs is to promote Scottish research and innovation capability, and to secure partnerships and funding for Scotland's institutions.

Scotland's Interests - Scotland's interests in the EU and beyond are protected and enhanced

In each of the network locations, there will be a range of specific Scottish interests to be protected and enhanced.

Scotland's International Network - Monitoring and Reporting 2021/22

Overview report and office reports

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Overview Report

Reflections

Most offices cited **COVID-19** as a continued disruptive force affecting their work on the one hand, and noted **COP26** as a key highlight on the other. **China** noted the challenges the zero-COVID policy has posed on the office's work, but they have made the most of virtual engagements, e.g. around COP26. Although **Germany** notes virtual engagements could not fully replicate in person events, they did enable a large number of ministerial engagements in particular to take place. **Scotland House Brussels (SHB)** focused on team development **Ireland** launched a literary cities programme which will run for the rest of the year, coinciding with SG's 'Year of Stories'. **Scotland House London (SHL)** has been re-establishing and growing its membership base, **Canada** used COP26 to showcase Scotland's ambition on climate and biodiversity, including with Canadian federal and provincial government engagement. **France** established new relationships with priority stakeholders, e.g. with officials at the French Culture Ministry and French media outlets. **USA** learned to shift its plans and efforts towards digital engagement in response to the pandemic

Lessons learned

China advised Scottish companies looking to succeed in China to invest in localising their operations and services in China in order to remain competitive. **Germany** reflects on the in-year performance indicators T&I success which are perhaps not wholly suited to long-term opportunities such as the energy market. **SHB** has focused on improving internal systems, firstly by a new approach of internal objective setting around individual and team objectives; and secondly by merging IT systems with Scottish Enterprise to better facilitate collaboration. **Ireland** is making the most of in-person events as they found virtual event fatigue amongst members. **SHL** reflects on the importance of analysing resource and matching it to commitments and outputs, and to analyse and manage risk earlier and better. **France** reflects on the value of online/hybrid events, and have learned to adapt quickly in a fast-changing virtual environment.

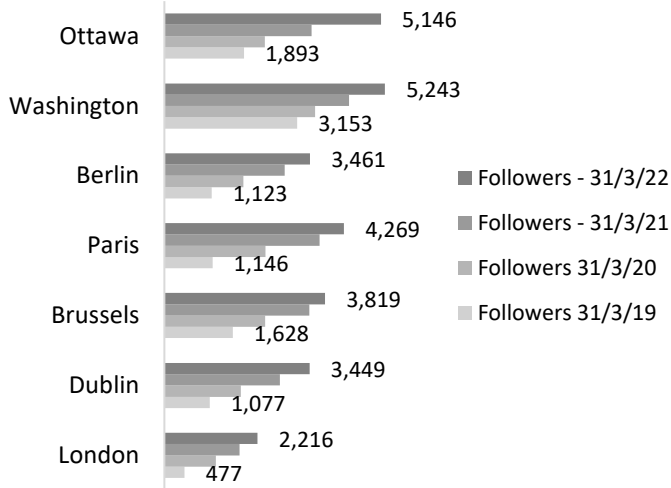
Impact

- **China** organised meetings with Jiangsu provincial authorities when SG's energy officials' delegation visited in November 2019. This led to continued engagement with the province, particularly the Jiangsu Renewable Energy Industry Association, China's largest provincial renewable energy trade body.
- **Germany** made the most of the international attention focussed on Scotland during COP26 to engage with the Brussels-based Hydrogen Council, working closely with colleagues from **SHB**, as well as industry and investors, to promote Scotland's considerable potential to become a major exporter of Green hydrogen to Europe.
- **SHB** were also highly involved with the work building up to COP26, including the 'Road to COP26' event series, a dedicated Comms campaign and event during COP26, and supporting SE colleagues deliver communications work, as well as a digital programme at the Lighthouse in Glasgow.
- 2021/22 saw the beginning of the implementation of the Scotland-Ireland Bilateral Review for **Dublin**. This 5-year project includes 41 recommendations across 6 thematic areas. Almost 60% of recommendations were achieved in the first year of implementation.
- **SHL** have focussed on developing relationships within diplomatic networks, including for example gaining associate membership of the EUNIC network. As a result, they have seen a significant increase in both the frequency and seniority of their diplomatic engagement.
- **Canada** developed relationships with Indigenous communities. This long-term engagement led to the Head of SAO Canada's invitation to the Canadian launch of the UN International Decade for Indigenous Languages.
- **France** promoted Scotland's green policies in France in the run up to and since COP26 leading to e.g. enhanced relationships with key stakeholders, closer collaboration with the French on agricultural policy, and 43 signatories to the Edinburgh Declaration in France.
- **USA** re-energised its relationship with GlobalScots across the country, using their expertise to establish and develop new relationships and networks.

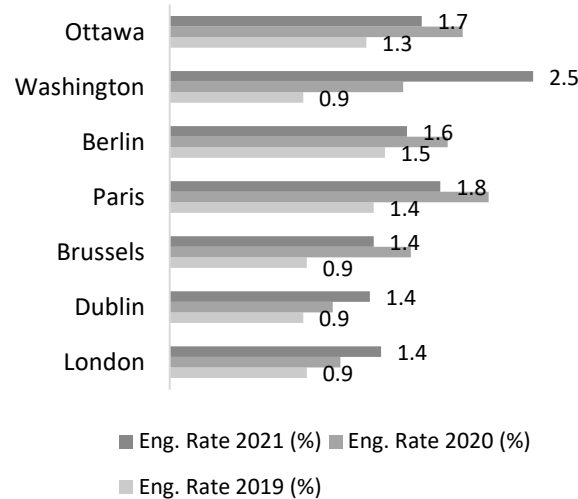


REPUTATION

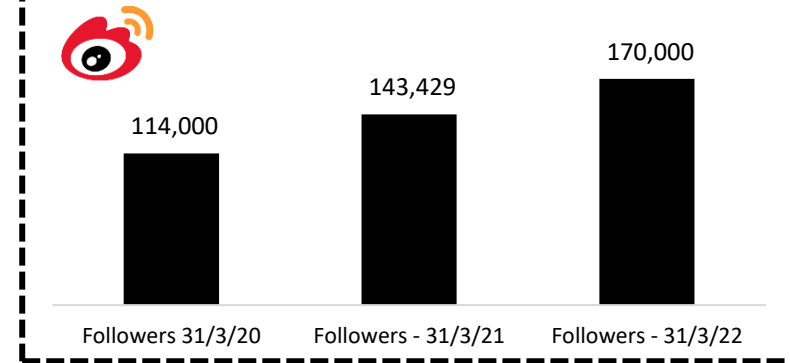
Number of Twitter Followers, by office



Twitter engagement rates, by office



Number of Weibo followers for ScotGov China



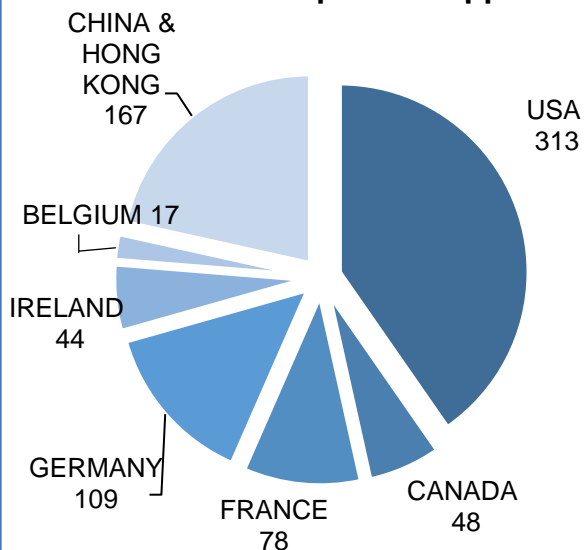
- **China** ran a Let's Do Net Zero campaign including 9 online and in-person activities reaching 2,000 attendees, and a social media campaign whose hashtags received 21.7 million views.
- **SDI Germany** co-delivered a 2-day online symposium 'Scotland meets Frankfurt' with Fintech Scotland, Frankfurt's business development agency and "Techquartier". It was attended by 60 participants, and facilitated 22 1-to-1 online meetings between Scottish Fintech companies and German banks and institutions.
- **SHB** adopted its first ever communications strategy, which saw the teams in SHB deliver an effective, accessible joint communications campaign for EU Green Week, R&I Days and Week of the Regions and Cities 2021 as well as COP26 comms, highlighting Scotland's approach and ambitions around the green transition and net zero.
- **Ireland** welcomed Mr Robertson as the first Scottish Government Ministerial visit in over 2 years. Key issues discussed with the Cabinet Secretary's Irish counterparts included e.g. collaboration on culture and a renewed focus and drive on the bilateral review.
- **SHL** hosted events with partners, supporting for example Visit Aberdeenshire to run a successful event aimed at tourism and influencer market, and developed relationships with food and drinks suppliers.
- **Canada** strengthened collaboration between the First Minister, key SG ministers, and former Canadian Minister of Environment and Climate Change, Catherine McKenna, at COP26, including via a joint opinion piece in Canada's National Observer
- **France** promoted 2 Scottish authors whose work is published in France as part of Scotland's year of stories. They also developed and grew journalistic contacts.
- **The US office** linked the First Minister and several key political figures during COP26, coordinating a reception at Edinburgh Castle attended by 33 Congress members.

INTERNATIONAL TRADE

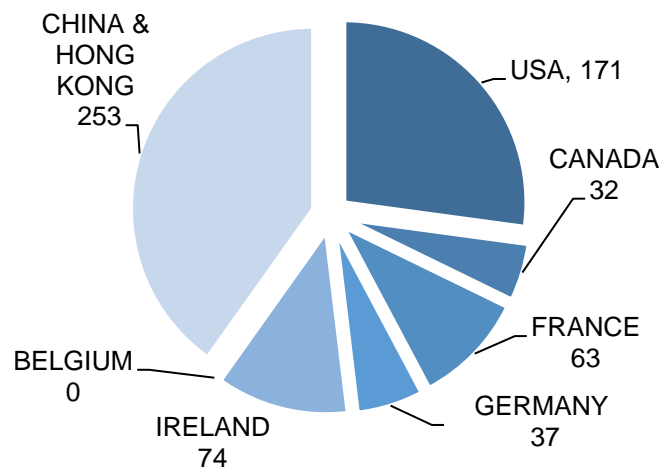
*International trade opportunities relate to introductions made by SDI in-market specialists based in these countries to advance discussions with international buyers looking to source particular products and services from Scottish exporters.

**International sales relate to projects where a company is forecasting sales in a particular market (or multiple markets) and where SDI support has made a significant contribution to the delivery of the final project.

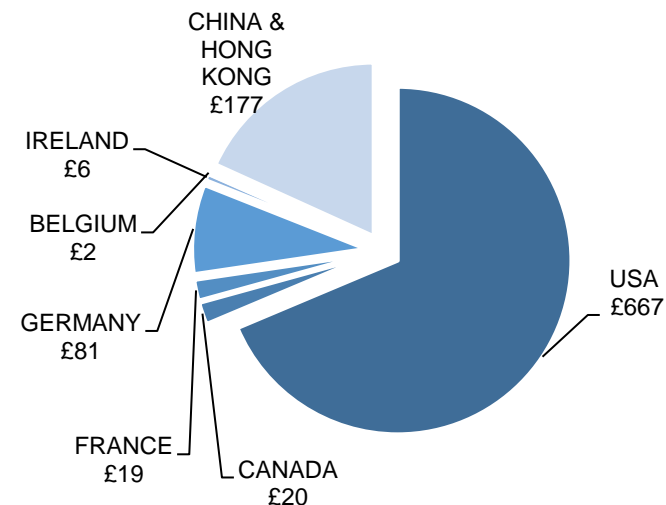
Number of companies supported



Number of international trade opportunities identified*



Forecast international sales as a result of SDI support (in million £)**



- From March to September 2021, the SDI Consumer Industries team in **China** led on a £180,000 Defra-funded campaign to support the recovery of Scottish salmon, seafood and whisky exports to China. **SHB** worked with SDI, Fintech Scotland and DIT in the British Embassy Brussels in the virtual Fintech Mission to Western Europe on 3 March 2022. This resulted in five Scottish Companies being selected to participate.
- **SDI in Canada** coordinated the economic recovery programme which promoted Scottish cheese to Canadian buyers and has led to 12 follow up meetings with individual buyers and over 25 retail buyers, strengthening Scotland's reputation as an international exporter of quality food and drink.
- **France** supported R&D collaboration on offshore wind technology and using space data in agriculture through a series of events and stakeholder engagements.
- **SHL** coordinated Minister Ivan McKee's evening reception themed "Scotland's Vision for Trade". The event allowed Mr McKee to meet with foreign diplomats from over 30 countries, with follow-ups already in place.
- **SDI Ireland** and the Irish Health Service Executive (HSE) hosted an event for Scottish companies with a strong interest in the Irish public health sector. Following the event, HSE expressed an interest in future collaboration with 7 of the 9 companies, and pilot projects have been / are being set up.
- **USA** wrote to over 35 Congressional and U.S. government representatives to explain the key points of Scotland: A Trading nation, our Inward Investment and Capital Investment plans, and the newly published Vision for Trade document focusing on the Environmental, Social and Governance conversation taking place in Scotland.



RESEARCH AND INNOVATION

Scotland House London

- In 2021-22, England Headquartered businesses were supported through a total of over **£22m** of **Scottish Enterprise R&D grant support**, leveraging in excess of a total of **£89m** in business expenditure on R&D (BERD) in Scotland.

Canada

- 3 Canadian cities and an organisation signed the **Edinburgh Declaration**.
- Partnered on **North Atlantic Youth Hackathon**.

France

- **5+ engagements** with key HE institutions / government agencies
- Highlights include **partnering with the Science and Innovation Network** to gather information on where research can support the 5 campaigns for COP26 and beyond.

USA

- Online event in the lead-up to COP26 with the **Chicago Scots** and **Openlands**
- Facilitated a panel with **World Affairs Council of Atlanta** on Scotland's digital care efforts during COVID-19
- Coordinated a discussion with First Minister at the Aspen Institute's Security Forum with *NPR's* Mary Louise Kelly

Germany

- **5** events or activities in support of R&I
- Highlights include **£150k funding** secured for bilateral research collaboration in the field of hydrogen and **c.€90k** for bilateral research collaboration in the field of life sciences and biotechnology

China

- **15** Scottish universities directly engaged
- **6** in-person events and **5** virtual or in-person meetings with Scottish universities

Scotland House Brussels

- Highlights include **capacity building around the Horizon Europe programme** - sessions delivered to e.g. universities in Aberdeen, Highlands and Islands, and Edinburgh.
- We initiated a dedicated workstream to support development of SG and SE work on the **new innovation strategy for Scotland**, through EU and international policy insights and expertise.

Ireland

- **2** online events featuring Irish universities
- Applications invited for the **Ireland-Scotland Bilateral Network Grants** which aim to strengthen co-operation and learning between Scotland and Ireland



INVESTMENT

- **China** focused on business development and lead generation, targeting Chinese offshore wind supply chain companies. This involved co-organising 2 webinars to promote green investment projects and opportunities in Scotland to a broader Chinese audience.
- **Germany** focused business engagement activities on lead generation, including senior ministerial engagement with major investors in Bavaria. This led to investment discussions around the decarbonisation of transport in Scotland, and joint webinars with key stakeholders.
- **SHB** were a member of the Vanguard initiative this business year, participating at all levels of network activities including policy influencing, communications, pilot monitoring, management at the Board level, and strategic/political direction at Director and Ministerial level respectively. This role further allowed SHB to promote the launch of a new hydrogen pilot to advance our work on developing the hydrogen economy.
- **SDI Canada** helped broker Northland Power's bid for 2 ScotWind contracts securing inward investment to Scotland.
- **France** focused on securing investment in Scotland and created new links with 3 French chambers of commerce and industry; 2 regional development agencies, 9 clusters and exports teams.
- **SHL** targeted inward investment from rUK. For example, SDI London engaged with a SE England-based recycling business over a period of around 2 years to open a site in Fife. The company's decision to invest in a new site in Glenrothes will create 60 new 'green' jobs.
- **Ireland** has been supporting the relationship with Dunbia, a food and drink investor in Scotland who have a site in Saltcoats for meat processing. This year, Dunbia received a financial grant from the Scottish Government for an upgrade to their premises.
- **USA** – A total of 29 unique FDI projects from the Americas were secured in the last fiscal year. Notably, these projects covered virtually all of the nine opportunity areas outlined in the International Investment Plan.

	USA	CANADA	FRANCE	GERMANY	IRELAND	BELGIUM	CHINA	ENGLAND
Number of inward investment projects landed as a result of SDI support	25	3	4	6	1	0	2	31
Number of planned total jobs	1837	53	367	175.5	20	0	170	2982
Number of jobs created/safeguarded paying Real Living Wage	1837	53	367	175.5	20	0	170	2917
Number of planned green jobs	136	10	12	80	0	0	0	119
Planned R&D investment	£103,962,356	0	£195,828,783	£3,002,500	£0	£0	£0	£22,425,112
Value of planned capital investment	£76,424,000	0	£26,577,000	£5,592,672	£613,000	£0	£3,500,000	£14,540,063

SCOTLAND'S INTERESTS

GlobalScot is a growing worldwide network of entrepreneurial and inspirational business leaders, dedicated to supporting Scotland's most ambitious companies. **Currently numbering 1,110 (↑168 from 2020/2021)** in total.



Location	Number of GlobalScots	
	March 2019	March 2022
Belgium	3	5
Canada	22	24
China	6	18
France	8	25
Germany	12	34
Ireland	1	12
London	16	31
USA	192	289

Scottish Government engagements at COP26		
Country/region	Bilaterals	Events
EU	3	3
France	4	1
Germany	5	1
US	14	4
Canada	3	4
China	-	1
Ireland	2	-

- **China**, in partnership with ICLEI and the CBD secretariat, organised a webinar on the Edinburgh Process to showcase Scotland's global leadership in the run-up to the Biodiversity COP in Kunming (NB now scheduled for Montreal). Over 100 guests attended the webinar including representatives from 10 Chinese local governments. Kunming subsequently signed the Edinburgh Declaration.
- **Germany** has been building relationships with key Higher Education and Research stakeholders in Germany, which enabled the promotion of the European Saltire Research Awards and European Saltire Scholarships— both of which were warmly received across the German sector.
- **SHB** continued to sit on the boards of the European Regions Research and Innovation Network and the Vanguard Initiative, offering opportunities to present Scottish ideas and experience as well as learn from policy discussions with other regions, partners and the European Commission.
- Museum of Literature Ireland launched the exhibition 'Literary Cities Edinburgh' in partnership with SG Office in **Ireland** with 4 salon events to follow throughout 2022/23.
- **SHL** prioritised developing stronger relationships with creative thinkers and influencers based in the city, including London's Think Tank community, partnering with the Institute for Government to support an event where the DFM delivered a keynote address
- **France** established new links with stakeholders in the French food and drinks industry and French government officials working on sustainable agriculture. Thanks to this, they were invited to the *Salon de l'Agriculture* by the French government, who in turn accepted an invite to attend the Royal Highland Show this year.
- **USA** promoted Scotland's action against climate change with the U.S. Congressional delegation to COP26, particularly in areas such as transport, hydrogen, and biodiversity.

Canada

CONTEXT FOR FY 2021/22

SAO Canada entered 21/22 with vacancies within the team before recruiting a full-time country-based colleague member by Q2. To mitigate the lack of resource, SAO Canada enhanced 'Team Scotland' in Canada's capacity by partnering with Entrepreneurial Scotland to support their internship programme in summer 2021. SAO Canada worked with other partners, such as the University of Guelph's Centre for Scottish Studies, who agreed to amplify Scotland is Now messaging on their Facebook platform increasing Scotland's reach – allowing SAO Canada to communicate with a wider, more varied Canadian audience.

COVID restrictions limited in person engagement opportunities until Q3 and then again due to the Omicron wave in Q4. Additionally, the federal election in September 2021 and the subsequent month-long lockdown of Ottawa during the Freedom Convoy protests provided a challenging backdrop for engagement in Ottawa. This meant that the team in Ottawa were limited to in person, bilateral activity for only 5 months of the reporting year. The office continued to make the most of virtual opportunities to enhance Scotland's reputation and seize opportunities for cooperation. SAO Canada used their programme budget to take advantage of opportunities such as COP26, the Social Enterprise World Forum (which took place virtually from Halifax, Nova Scotia) and engagement with Canada's extensive Scottish diaspora.

While primarily located in the US, (4 out of 5 Heads and 35 of 41 employees), SDI has a physical presence in Calgary and Toronto. 11 of 14 investment staff focused 30% of their time on company engagement in Canada, whilst for trade there were 2 members of staff located in Toronto throughout the majority of the year (one food specialist – currently vacant and one energy specialist with 10% of time dedicated to Canada). The trade team have also carried a vacant slot for Science and Technology since Q2.



REFLECTIONS

COP26 represented an enormous achievement for SAO Canada, offering a unique opportunity to raise Scotland's profile as a leader in climate action and to facilitate key Ministerial engagement in Glasgow. COP26 constituted an important moment for the office to showcase Scotland's ambition and performance on climate and biodiversity, and to continue promoting Scotland as a modern, innovative, outward looking nation. One example of where that messaging broke through was with the Canadian federal government, who approached SAO Canada shortly after COP26 for further discussions around Net Zero Transport policy. SAO Canada identified clear themes of engagement around COP26 activity, ensuring our work was targeted and strategic at both federal and provincial level.

Outside of COP26, other key achievements included extensive engagement at SEWF 2021 with Canadian partners, a programme of engagement in Canada with Scottish based social enterprise Social Shifters, the celebration of Ontario's first ever-Scottish Heritage Day, and the recommencement of the Scotland-Canada parliamentary friendship group following the 2021 federal election.



REPUTATION

KEY RELATIONSHIPS STRENGTHENED WITH:



Diaspora Engagement: Marked Ontario's **first ever Scottish Heritage Day** on 30th November at Ottawa City Hall flag raising ceremony with the Scottish Society of Ottawa. Held a virtual St Andrew's Day event with a key diaspora society and Visit Scotland to promote sustainable and responsible tourism experiences in Scotland. Provided modern digital Scottish cultural content to diaspora groups for virtual events throughout the winter festivals.

Social Enterprise World Forum: Partnered with SEWF for their largest forum to date, which took place virtually from Halifax, Nova Scotia – connecting **SG Minister McAllan** to key audiences in Canada and beyond. This year at SEWF, the Head of SAO Canada **co-chaired a session promoting Scotland at COP26**.

COP26: Highlighted Scotland's climate ambition and reputation in the lead up to, during, and after COP26 by identifying areas for collaboration on the themes of Green Agriculture, the Arctic, Just Transition and People. Whilst at COP26, SAO Canada organised extensive **government to government engagement** and work with **Indigenous communities**, such as the Inuit Circumpolar Council (on International Inuit Day), Indigenous Clean Energy, and a meeting between the SG Minister for Environment, Biodiversity and Land Reform and the Assembly of First Nations. These engagements in created opportunities for further Indigenous engagement around the Year of Storytelling in 2022. SAO Canada also worked with teams across SG, notably with SG Arctic Unit on COP26 programming and Indigenous engagement.

Social Shifters: Partnered to create targeted outreach to Canadian social entrepreneurs, inspiring **young entrepreneurial talent from both Canada and Scotland** to share solutions to environmental and social problems as part of Social Shifters' Global Innovation Challenge – during which the Head of SAO Canada participated as a panellist judge. Created opportunity for Instagram live interviews between Scottish and Canadian social entrepreneurs, achieving **100-300 views** each. Supported networking sessions that involved **430 young people** and brought forward **258 teams** of young Canadian social entrepreneurs, of which **68% were female-led** and included **12 finalists**. Alberta-based Friendly Composting won the Americas portion of the competition.

Engagement between **9 SG Ministers** and **7 Canadian Ministers** (federal and provincial) to discuss **9 key SG priorities**.

Enhanced social media presence with **1,645 new followers** – an increase of **47%**.

- **10.4K** likes (29 likes / day)
- **2.1K** retweets and **1.3K** replies
- engagement from **9** local diplomatic missions

Digital events included...

- Participation in a virtual video for Capital Pride alongside local diplomatic missions.
- Webinar during COP26 with the Government of Québec and Culture Montréal on the **role of culture in the climate emergency**. Featured ministerial remarks and leading cultural organisations from both geographies.
- Burns event with Cove Park titled 'Exploring the Environment through Literature'. Featured **Scotland's Makar and Innu poet, Josephine Bacon**. Readings were in English, French, Scots and Innu-Aimun. Chaired by Glasgow University's Associate Director of Burns Studies, offering a modern take on a theme of importance to Burns.



INTERNATIONAL TRADE

KEY RELATIONSHIPS FORMED THROUGH:



Food & Drink: SDI supported existing exporters to regain and increase their share of the Canadian market and **supported Seafood Scotland** in amplifying the message around the quality and diversity of Scottish seafood through a Q1 virtual event in Canada. Promoted Scottish Seafood at the event by having **Canada's MasterChef**, Mark McEwan participate in an online event, demonstrating how to prepare the meals sent to senior contacts.

Economic Recovery in Food & Drink: Delivered the start of an economic recovery **F&D campaign** in Canada featuring EGP 1200 exporters over the winter festivals (Q3 / Q4) to ensure Scottish produce is highlighted and to promote longer term sales growth. Through the Spirit of Dairy campaign, sample boxes of Scottish dairy and alcohol were delivered to **75 key buyers and stakeholders**, followed by a successful hybrid event that offered significant leads for SDI. SAO Canada ensured that sample boxes were also sent to key **Ministerial contacts** across Canada.

Energy: Continued engagement with major energy companies and, as part of the Pan-American Trade Development Strategy, involved **Canada-based Global Scots** in SDI's bi-monthly energy showcase to help companies understand Canadian opportunities. SAO Canada facilitated a **meeting with Hydro Quebec** and SDI – with the aim of developing relationships for future commercial opportunities on Hydro Quebec projects.

COP26: Facilitated a meeting between the **Vice President of Invest Quebec International and SDI**, as well as securing attendance from the VP of Invest Quebec International and Quebec's Economic officer in London at **Scottish Renewables' COP26 event**.

Trade Missions: Supported **4 virtual trade missions** from Scotland to Canada, thus covering the Canadian provinces of British Columbia, Ontario and Québec.

- SDI held **11 meetings** with Scottish companies in the **Science and Technology** fields to support them in entering the **Canadian market**.
- Follow-up **support** was provided to **8-10 companies** who took part in the Pan-American virtual **trade mission** in April 2021.
- Supported **48 companies** and identified **32 international trade opportunities**.
- Forecast international sales as a result of SDI support totalled **£20 million**.

CASE STUDY

SDI coordinated an **economic recovery promotional campaign** in Canada, which has been fully delivered as of early April 2022. Focused on the promotion of Scottish cheese, this campaign was organised in partnership with the Scottish Dairy Growth Board and the Scottish Government.

A total of 75 sample boxes of Scottish cheese – paired with a variety of Scottish gin, whisky and beer – were delivered to dairy buyers and influencers across the province of Ontario (and across Canada for ministerial contacts). The sample box delivery culminated in an in-person event in Toronto for VIP buyers, along with a virtual tasting.

This Food & Drink economic recovery campaign has seen good results thus far – SDI has **engaged with 12 buyers**, and **follow-up conversations are taking place with over 25 retail buyers**, including Sobeys, Farm Boy, and Metro, as well as distributors CTS Foods, CJR Wholesale, and Tree of Life.

Additionally, SAO Canada took the opportunity to **use the campaign as post-COP26 follow-up on both senior and ministerial levels**. For instance, sample boxes of Scottish food and drink were sent to key stakeholders of SAO Canada, including MP Kody Blois and Catherine McKenna (former Minister of Environment and Climate Change, with whom SAO Canada had extensively engaged during COP26), who later shared the contents of her box via Twitter – thus generating significant engagement on social media (120 likes and 9 retweets) and further promoting Scottish expertise in the Food & Drink sector.



RESEARCH AND INNOVATION

KEY RELATIONSHIPS ENHANCED WITH:



Hydrogen: SAO Canada secured SG representation on a pre-COP26 **hydrogen roundtable** with the UK Government and the **Ivey Foundation**, a key player in the promotion of innovative sustainability policies in Canada. This was an opportunity to showcase Scottish innovation and position Scotland as a leader in hydrogen strategies to an **audience that included members of federal and provincial governments**. Positive feedback from the President of the Ivey Foundation led to follow-up discussions around engagement at COP26 and an opportunity for SG representation during the UK Government's **Hydrogen Week in Canada**, allowing us to promote our research and innovation strengths to industry leaders and audiences in government across the country.

Oil and Gas Transition: Co-hosted a pre-COP26 policy event with the **Canada West Foundation** (leading Canadian think tank) and the British Consulate in Calgary, at which the CEO of Aberdeen-based **OGTC** provided remarks on Scotland's just transition to a low-carbon future to an audience of 400+ participants.

Biodiversity: Secured a meeting between **Hydro Québec** and **SSE Renewables** to discuss shared challenges and innovative solutions to protecting biodiversity whilst developing and utilising renewable technologies. **Presented to ICLEI Canada and the Ontario Biodiversity Council** on the Edinburgh Declaration to increase awareness and encourage sign-up across the country. As a result, the latter became a signatory. The office also secured signatures from the Cities of Montréal, Québec and Vancouver.

Energy and Climate: Expert meeting held between SG Head of Energy and Climate Analysis and the **Government of Canada's ECCC** following outreach on Scotland's High Level Carbon Assessment.

Secured **10 engagements** in the research and innovation sector, via meetings, presentations and a webinar.

Organised a **joint webinar** with the University of Guelph

Introduced the **Marine Alliance for Science and Technology for Scotland** and the **Fundy Ocean Research Centre for Energy**.

Successfully lobbied **1 organisation and 3 cities** to sign the Edinburgh Declaration.

Partnered Scottish, Canadian, US and Nordic stakeholders on a **North Atlantic Youth Hackathon** to develop innovative solutions to digital health in rural areas and post-COVID-19 recovery for the tourism sector. Worked closely with the Cooperation Council of Ontario as a partner for this project.

CASE STUDY

COP26 was an opportunity to expand **our relationship with the University of Guelph**, which prior to COP had centred on history and diaspora. SAO Canada secured a joint webinar on Green Agriculture between the internationally renowned Ontario Agricultural College (OAC) of the University of Guelph and the Scottish Rural College (SRUC). OAC is ranked first in Canada for Agricultural Science and collaborates extensively with the Ontario Ministry of Agriculture – receiving significant annual funding for their Ontario Agri-Food Innovation Alliance with the provincial government. The OAC represent a key stakeholder for the office and one which will add important value to bilateral engagements on agriculture. SAO Canada utilised the shared resource secured in the last reporting year to help develop planning around the webinar – ensuring that Scotland's strong reputation in this important area was maintained with key Canadian counterparts.

SAO Canada was successful in achieving the intended outcome of securing **Ministerial engagement** from both Scotland (Cabinet Secretary for Rural Affairs and Islands) and Ontario (Minister of Agriculture, food and Rural Affairs) on this joint webinar. Following the success of the webinar, the University of Guelph is looking to engage further with Scotland on the topic of Green Agriculture and have proposed a follow up webinar in the summer of 2022.



INVESTMENT



KEY RELATIONSHIPS ENHANCED WITH:



Attracting Investment: Protected and increased foreign direct investment and capital investment to Scotland to support economic recovery and growth. For example, Toronto-based **Northland Power** was a successful bidder (the only successful bidder from the Americas) for two **ScotWind** contracts. Through the Digital Catalyst Fund, SDI secured a 10 RLW job project from existing investor Pangeo Subsea (Nova Scotia) – and an additional 25 RLW job project was won through a new, British Columbia based investor, **Spark Geophysical**, whose cutting edge geospatial data informatics could significantly impact Scotland’s ability to monitor CO2 emissions. Ultimately, SDI has engaged with Canadian site selectors and promoted to a wider base of target companies, which resulted in significant interest from regional EDOs and IPAs. For instance, Montréal-based **Taiga Motors** have participated in the FDI World Forum in Edinburgh.

Opportunities at COP26: Companies such as **Cooke Aquaculture** and **Ballard Power Systems** (BPS) participated as part of the COP26 programming. SDI subsequently won an 18 RLW job project with Cooke Aquaculture, with whom they have been in dialogue for several years, ensuring sustainability is a key aspect of their business and ongoing growth in Scotland.

Strengthening Relationship with DIT: Established routine contact to ensure Scotland’s priorities were understood and maximised opportunities in key sectors. For instance, in March 2022, SDI and DIT Montréal hosted a **joint inward mission** for 7 Canadian space companies that included a multi-day in-person programme focused on the space industry (the first in-person trade mission to the Americas since COVID-19). This was organised to help Canadian companies understand the UK space market and to support growth plans in Scotland, Wales, and England. Selected companies spent time in Edinburgh, hosted by the Bayes Centre and the University of Edinburgh, meeting with SDI, Scottish Enterprise, Space Scotland, Scottish companies and institutes.

Strong Representation from Canadian Companies: Earlier this year, Canada-based AMP Energy announced the creation of the **largest battery storage facility in Europe, located in Scotland**. Through ongoing dialogue, SDI are in discussions with AMP Energy to attracting a potential hydrogen manufacturing facility.

- Secured investments for the creation of **53 RLW jobs**, including **10 green jobs**.
- Awarded **2 ScotWind contracts**.
- Facilitated an **in-person trade mission**, the first to the Americas since the onset of COVID-19.
- Achieved goal of **80% penetration rate** with new investors based in Canada.
- Landed **3 inward investment projects** as a result of SDI support.

CASE STUDY

As the fourth largest offshore wind operator globally (with more than 400 turbines in operation), Northland Power was successful in their bids for two of the **ScotWind contracts** (one for floating and one for fixed). SDI’s engagement throughout the bidding process was focused on positioning SDI as an honest broker to support Northland Power investment interest in Scotland. Dialogue around talent, skills and access to the wider supply chain have been ongoing to ensure a rapid entry for Northland Power into the Scottish market. SDI have been eager to highlight the supply chain that exists in Scotland and progress dialogue to develop additional low carbon energy solutions (i.e. hydrogen).



Whilst final, real living wage job numbers continue to be calculated, the development and operationalising of the two projects (which are expected to last more than a decade) indicate that Northland should continue to grow their real living wage job numbers and significantly impact the local supply chain well beyond their initial investment. In addition to supporting long term skills development, Northland Power have highlighted their commitment to maximising engagement with local stakeholders and underlining their commitment to local communities including how to alleviate fuel poverty through hydrogen and combating depopulation through good quality jobs.



SCOTLAND'S INTERESTS

KEY RELATIONSHIPS STRENGTHENED WITH:

 Canada
  Ontario
  BRITISH COLUMBIA
  Québec

2021 Federal Election: Provided thorough analysis on 2021 Federal Election, updating the Cabinet Secretary for Constitution, External Affairs and Culture. **WEGo Alliance:** SAO Canada supported SG policy team in pursuit of the Government of Canada's recognition of the WEGo Alliance being part of their key priorities.

Ministerial Engagement: SAO Canada facilitated the following engagements at COP26:

- Strengthened relationship with the **Government of Canada** by creating opportunities to reinforce the importance of continued engagement on mutually beneficial areas of cooperation, including between then SG Minister for Transport, Graeme Dey and his federal government counterpart, Minister Omar Alghabra. Organised another informal meeting between the SG Minister for Just Transition, Employment, and Fair Work, Richard Lochhead and Minister for Natural Resources, Johnathan Wilkinson, who he spoke alongside on the topic of renewable energy.
- Arranged a meeting between SG Minister for Environment and Land Reform, Mairi McAllan and the **Government of Ontario's** Minister for the Environment, Conservation and Parks, David Piccini, to discuss shared ambitions in their respective portfolios and draw attention to the Edinburgh Declaration (further encouraging its signature).
- Highlighted Scotland's experience and action in the fight against climate change through engagement with the **Governments of Québec and British Columbia**. SG Cabinet Secretary for Net Zero, Energy and Transport met Environment Ministers Benoit Charette and George Heyman, to discuss shared priorities and challenges in key areas such as transport, hydrogen, and biodiversity.

Secured the reputation of Scotland as a **reliable partner** and **global leader** through various activities:

- Facilitated **9 ministerial engagements** with Canada.
- Secured **3 virtual messages** from SG Ministers to broadcast at online events, including **2 recordings** played alongside Québec and Ontario ministers.
- Maintained strong links with the **Canada-Scotland Parliamentary Friendship Group** following the 2021 Federal Election.
- Presented to the **Government of Nova Scotia** on SG priorities for FY 2021/22.

CASE STUDY

SAO Canada **s a number of political engagements at COP26** despite to the challenge of a Federal election in mid-September. With the disclosure of Canadian Cabinet membership in late October, the office had limited foresight of Canada's delegation at COP26. Nonetheless, the team ensured that SG Ministers received opportunities to discuss directly with Canadian counterparts and / or senior Canadian stakeholders in person on key SG priorities (including transport, hydrogen, ZEVs, biodiversity, land reform, communities). Such engagement unfolded through formal bilateral meetings (where possible) and informal brush-by's.

Outcomes include increased awareness of Scottish Government policies within the Government of Canada and the provincial governments of Ontario, Québec, and British Columbia – leading to a wider opportunity to share Scottish expertise with a much larger audience of Canadian parliamentarians. For instance, the abovementioned efforts generated Twitter engagement from **3** federal and provincial Ministers, **9** Members of Parliament, **3** Senators, and **2** former federal Ministers in FY 2021/22.

MEDIUM TO LONG-TERM IMPACT Since the establishment of SAO Canada, the team has sought to promote Scotland as a modern, dynamic and progressive country. Part of that work has centred on engagement with Indigenous people on areas of mutual interest such as climate change and the Arctic, to enhance Scotland’s modern day reputation as a nation engaged in innovative, inclusive solutions to shared global challenges. It also includes engagement with young people/higher education institutions to highlight the pioneering and modern aspects of Scotland—building on the traditional/heritage focused elements of Scotland’s reputation in Canada.

LAST REPORTING YEAR / Q1
INDIGENOUS ENGAGEMENT

Proactive engagement with the Royal Canadian Geographical (RCGS) and Indigenous communities opened doors for SAO Canada. Held a webinar in 2020 with the Royal Canadian Geographic Society and the Inuit Circumpolar Council Canada on climate resilience – helping pave the way for future engagement with Indigenous communities at COP26 and beyond. Supported Indigenous Clean Energy’s podcast series featuring a case study on the Isle of Eigg’s renewable energy. Facilitated a session with an Indigenous education advocate to enhance understanding within the BHC on Indigenous relations.

HIGHER EDUCATION

Established contact with the University of Guelph’s Centre for Scottish Studies – the largest outside of the UK.

LAST REPORTING YEAR / Q1
INDIGENOUS ENGAGEMENT

Built on previous engagement with the Inuit Circumpolar Council to support activity on International Inuit Day at COP26. SG Minister for Zero Carbon Buildings, Active Travel and Tenants’ Rights attended and spoke at the event alongside Inuit Circumpolar Council leaders. The event also included a youth panel with Scottish and Indigenous youth. Following previous engagement with and support for Indigenous Clean Energy, SG Minister for Just Transition was invited to speak at their COP26 event – which also featured the Canadian Minister of Natural Resources.

HIGHER EDUCATION

Built on relationship with the University of Guelph beyond heritage / traditional angle – created links between the latter and SRUC, jointly held a pre-COP26 webinar on Green Agriculture, expanded our social media presence by posting Scotland Is Now content on Guelph’s Facebook channel, shared their resource for diaspora mapping project with Entrepreneurial Scotland.

Q4 / NEXT REPORTING YEAR
INDIGENOUS ENGAGEMENT

Evidence of long-term impact and relationships include invitation of the Head of SAO Canada in FY 2022/23 to the Canadian launch of the UN International Decade for Indigenous Languages (co-hosted by RCGS and ICC Canada), which the Governor General (GG), the Honourable Mary Simon, attended. SAO Canada used this opportunity to connect with the GG and to continue enhancing Scotland’s modern reputation in Canada.

HIGHER EDUCATION

Collaborated on a sustainable tourism event with Visit Scotland during Ministerial visit in April 2022. As part of the visit, the Cabinet Secretary also met students and faculty members specialising their studies on areas of Scottish expertise.

LESSONS LEARNED THROUGHOUT FY 2021/22

Resourcing: The importance of responding creatively to reduced resourcing. Working with resources in Edinburgh to align priorities and ensure there is desk support.

SAO Canada spent over half of the reporting year dealing with some level of COVID-19 restrictions (in addition to wider restrictions such as election/freedom convoy), limiting opportunities for face to face meetings and in the midst of this, dealt with online event fatigue. Had to respond creatively to such challenges.

COP26 OVERVIEW

SAO Canada facilitated a number of ministerial engagements before, during, and after COP26 – as follows.

PREPARATION

Collaborated with the **Scottish Rural College** and the **University of Guelph** for a webinar in October. SG Minister for Rural Affairs, Mairi Gougeon, and **Ontario Minister for Agriculture**, Lisa Thompson, provided opening remarks.



FACILITATED KNOWLEDGE EXCHANGE ON:

- Just Transition
- Renewables / Energy
- Nature, Biodiversity and Landscapes
- Subnational Engagement
- Communities, Place and Transport
- Economic Opportunities
- Young People
- Public / Cultural Engagement



GLOBAL STAGE

11 activities for which SAO Canada was involved during COP26

4 federal and provincial Ministers engaged in bilateral meetings secured by SAO Canada

3 Canadian provinces with whom SAO Canada engaged directly to seek opportunities for bilateral engagement at COP26

1 press release co-authored by FM in Canada's National Observer, a digital news publication whose readership surpasses **7M people**

27 organic Tweets during COP26, which generated 470.5K impressions, 1.1K likes, and 351 retweets on @ScotGovCanada



LASTING IMPACT

Established contact between then **SG Minister for Transport**, Graeme Dey, and **Canada's Minister for Transport**, Omar Alghabra.

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Reaffirmed the importance of our continued engagement on mutually beneficial cooperation.

Identified shared areas of learning and interest in the transport sector.

Secured wider engagement from Transport Canada, who proactively reached out post-COP26 to continue the conversation and knowledge exchange.

Created solid opportunities to share Scottish expertise with international partners.



China

CONTEXT FOR 2021/22

The Scotland in China Network is a partnership between the Scottish Government and Scottish Development International, working towards strengthening Scotland's political and economic, cultural and education, and social relationships with China. Team Scotland in China consists of 4 full time members of staff (one diplomat and three locally engaged) working for the Scottish Government Office (SG) in Beijing, and 14 full time members of staff (all locally engaged) working for Scottish Development International (SDI) in Beijing (3), Shanghai (6), Guangzhou (2), Hong Kong (2) and Taiwan (1). All staff work on the FCDO platform and are important constituents of the wider UK Network in China. While there remained challenges over 21/22 in China's relations globally, and in Covid restrictions there were strong opportunities to develop cooperation with Chinese partners in areas of joint interest and in keeping with our values, in areas such as climate change, biodiversity and green energy, and to promote the Scottish Government's Climate Change and biodiversity commitments particularly in the run up to COP15 & COP26. For the first time, the SG Office has a full-time Communications Officer to strengthen the promotion of Scotland on both social media and traditional media. Our followers on Chinese social media exceeded 170,000 by the end of March 2022, up 19% over last year. A total of 453 tweets were posted on Weibo. The number of WeChat articles almost tripled at the same time. The visibility of Scotland across Chinese media also increased.

REFLECTIONS

China has continued to be a challenging operating environment, and activity in 2021-22 continued to be impacted by the context of the COVID-19 pandemic and practical restrictions. While physical engagements were possible in China, international travel in to China was near impossible so a virtual approach to visits and delegations was required. Domestic travel was also severely curtailed, while Government-to-Government meetings remained difficult due to China's COVID-zero policy. Team Scotland in China demonstrated great resilience; engaging important government contacts and convening virtual and physical events and meetings to progress Scottish Government initiatives such as the Edinburgh Process on Biodiversity, showcasing Scotland climate leadership around COP26 and promoting Scotland/China collaboration around net-zero and green transition. Although virtual engagements have not had the same impact as in-person collaboration, in terms of establishing new partnerships with provincial governments in China, we succeeded in partnering with international organisations such as ICLEI and Climate Group and extended our reach across traditional and social media.



REPUTATION

We worked with existing and new partners to deliver our **Let's Do Net Zero campaign** (see also last page), highlighting Scotland's leadership and commitment to Green Transition. We **used case studies to raise visibility and generate partnerships** with the Chinese Ministry of Ecology and Environment and international organisations such as ICLEI and the Climate Group. While challenging, we built purposeful relationships with Chinese media contacts. Through our **Future Proofing Scotch Whisky** tasting event for media and business contacts, we publicised the success of industry efforts to reduce its carbon footprint and the development of the hydrogen and tidal energy sector in Scotland. We hosted and sponsored **16 Brand Scotland events**, engaging **3,000 more attendees than last year**. We also used our social media presence to promote Scotland's positions in challenging scenarios such as the Ukraine crisis and in response to the airline tragedy in South China.

- **170,000** followers on Weibo & WeChat, **up 19%**;
- **50 million** impressions, **up 175%**;
- **18,717** engagements, **up 47%**
- #NetZeroScotland and #LDNZ received over **21.7 million** views on Weibo
- Net Zero Cabinet Secretary's op-ed and Q&A placed in Chinese media
- **Ministerial engagement** tweets with 1.67 million impressions

CASE STUDY 1: LETS DO NET ZERO

We ran a **Let's Do Net Zero (LDNZ) campaign** from June with online and in-person activities, and promotion on media and social media:

- Targeted the public; policy makers; business; and media and academic contacts, providing tailored activities.
- Localised the SG's press kits and created social media content based on them.
- Localised marketing collaterals including the LDNZ brandings, campaign films and COP26 promotion videos.
- Engaged with higher education representatives, Climate NGOs and Chinese Ministry to deliver our message and increase Scotland's visibility.

- Hosted **9 virtual and in-person** LDNZ events with **2,000** attendees.
- In June's Beijing Highland Games, the **LDNZ campaign videos and collaterals** were seen by **1,500 people** as the first showcase in China.
- **Pre-summit webinar** on the Edinburgh Process and **Green transition webinar** engaging **230 guests** from policy, academia and business.
- The campaign's news release was picked up by **6 local media**.
- Developed **75 Weibo posts** and **27 in-depth WeChat articles**.
- #LDNZ hashtags received over **21.7 million views** on Weibo.
- Driving at our business objective to enhance Scotland's profile in China through more strategic and collaborative cross-agency nation branding campaigns to position Scotland as a preferred partner of choice

CASE STUDY 2: SOCIAL MEDIA ENGAGEMENTS

Due to COVID-19, **social media and traditional media** became more important than ever to maintain Ministers' visibility in China.

- We built relationships with new media partners to increase Scottish Ministers' media presence in China, in the lead-up to and during COP26.
- We promoted Ministers' speeches online in order to reach a wide audience.
- We localised Minister's video speeches and visual assets to increase their impacts on social media.

- **7 Scottish Ministers' video speeches were promoted** on Chinese social media, generating **987,940 views** in total.
- Promoted **16 FM posts** which generated **1.32 million impressions** on Weibo and WeChat, maintaining the same high level as last year.
- **FM's St. Andrew's Day and Lunar New Year** video messages became two of the SG's top 10 Weibo posts of the year and **viewed 868,000 times**.
- **FM's speech on Ukraine** gained **110,000** Weibo impressions.
- **Net Zero Cabinet Secretary's op-ed** and Q&A placed in Chinese media.



INTERNATIONAL TRADE

Our stated objectives at the start of the year were to enable Scottish companies to trade with and compete in China by facilitating secure and profitable routes to market, while continuing to expand our proprietary network of buyers and partners to offer more market entry options to Scottish exporters. While the pandemic had largely prevented Scottish companies from travelling to China, we were still able to support **174 companies**, including 108 ATN and 66 non-ATN, with their China enquiries, resulting in **£152.6 million in forecast international sales**, and **226 international trade opportunities**. We were particularly pleased with our efforts to support the recovery of salmon, seafood and whisky exports to China, which were heavily impacted by the pandemic in 2020 (more on this below).

- **167** companies supported in China and Hong Kong
- **253** international trade opportunities identified in China and Hong Kong
- Forecast international sales as a result of SDI support in China and Hong Kong: **£177 million**

CASE STUDY 1: SALMON AND SEAFOOD EXPORT RECOVERY

From March to September 2021, our Consumer Industries team led on a £180,000 Defra-funded **campaign to support the recovery of Scottish salmon, seafood and whisky exports to China**. The decline in exports was largely caused by the pandemic, creating supply chain bottlenecks and concerns over the safety of imported fresh and frozen produce. The campaign was headed by our China food & drink specialist, and supported by our e-commerce specialist and marketing officer, who together delivered a high performing series of online and offline trade promotion, brand activation and public relations activities, aimed at reviving Chinese trade and consumer confidence in Scottish products, and creating new sales channels for Scottish exporters.

- **3 trade tastings** in Shanghai for chefs, importers, distributors, retailers, media and other industry influencers.
- **Press days** and **sponsored a prestigious hotel and restaurant award** by serving Scottish salmon and langoustines on the menu.
- High frequency **public relations programme**, including our own social media channels (WeChat and Weibo), and third party media.
- HMRC data show that by Q3 2021, salmon and whisky exports to China had recovered to and even bettered pre-pandemic levels, with China moving up to fourth in Scotch whisky export rankings.

CASE STUDY 2: OFFSHORE WIND SUPPLY CHAIN PROMOTION

In 2021, our Energy and Low Carbon Transition team decided to focus its **offshore wind trade development efforts on Jiangsu province**, recognising that the province was China's second largest domestic offshore wind market but underserved at present by UK government trade and investment support, which has a much larger energy team in China but is focused in other regions. We carried out an official visit to the Jiangsu Renewable Energy Industry Association, China's largest provincial renewable energy trade body, with whom we signed a partnership agreement to exchange information and organise a series of webinars to introduce Scottish capabilities to their membership, focusing in particular on floating offshore wind.

- **4 webinars** to introduce Scottish capabilities in floating offshore wind, including foundation design, dynamic cabling, mooring and anchoring, and operations and maintenance.
- **Speaking slots for 9 Scottish companies** in total, with a total audience of **over 600 attendees** over the four events.
- **Monthly Chinese language newsletter** to share the latest policy, technology and industry development, which again helped to generate new leads and contacts.



RESEARCH AND INNOVATION

We focused on **opportunities around COP26** in particular, developing a multilateral approach to **promote collaboration opportunities in research and innovation** beyond the EU. In addition, the pandemic continued to present challenges to a number of Scottish universities in terms of international student recruitment. We met **12 Scottish universities'** recruitment teams deployed in China at our virtual or in-person events to understand what support they need on the ground. We also **promoted 14 out of 19 Scottish Higher Education Institutes** via our HE social media campaign to raise their profile and visibility in China.

- **15** Scottish universities directly engaged
- **6** in-person events and 5 virtual or in-person meetings with Scottish universities
- **1** HE social media campaign delivered in partnership with **14** Scottish Universities
- **37** R&I posts on social media throughout the year with nearly **960,000 impressions** in total

CASE STUDY 1: GREEN TRANSITION WEBINAR

- **A webinar was held by SGO Beijing in partnership with SDI China and CBBC in March 2022** to showcase existing and prospective opportunities for Chinese academia & businesses to engage with Scotland's ongoing Green Transition.
- **We invited a Scottish university and a Chinese investor to join Head of SG Beijing and SDI China** to introduce how government, business and academia in Scotland are working together to collaborate to tackle climate change.
- **SG's representative to China provided direct support to universities.** For instance he gave a pre-recorded speech at a virtual event of the East Asia Recruitment Group (EARG) of Scottish Universities focusing on HK in Sep 2021.

- Delivered our business objective on **facilitating a better understanding of Scotland's reputation as a global leader for R&I** by both Chinese and UKG partners through activities in partnership with SDI and HE institutes in Scotland.
- **175** registrations including those from **10 universities in UK and China**
- 1/3 of the Q&A asked for speakers' slides, showing a desire to learn more.
- With regard to the video speech to the EARG event, Wei Lin, Assistant Director of Admissions of the University of St Andrews who chairs the EARG, wrote: ***'The message delivered in the video was positive, welcoming, encouraging and I as an audience feel really motivated and would like to explore Scotland even further and pursue all the opportunities that she offers.'***

CASE STUDY 2: SOCIAL MEDIA CAMPAIGN ON SCOTTISH HE

We launched the **2nd phase of the Scottish Higher Education social media campaign** from April to May:

- We approached universities via Universities Scotland and engaged **14** of them in partnership.
- We **promoted** them in group basing on the same city where they are located to engage wider audience by building on the city's attractions and popularity
- We created **Weibo tweets** for each university and @the university's official account to increase their visibility and credibility on Chinese social media.

- **24 Weibo and WeChat posts** were developed and promoted during the 40-day campaign.
- Over **800,000** impressions and **860** engagement received
- University of Heriot Watt, Strathclyde and Dundee all saw an **increase of new followers** during the campaign as an outcome of SG's Weibo account's direct engagement with theirs.
- The campaign attracted over **9,000 new followers** including **Key Opinion Leaders (KOLs)** to Scottish Government's social media accounts in China as well.



INVESTMENT

Our main investment priorities were **energy and low carbon transition**, in the context of the Green Investment Portfolio and the Inward Investment Plan, seeking to leverage China's existing interests in the Scottish oil and gas industry into the complementary sectors such as offshore wind. We were heavily focused on attracting Chinese supply chain companies to set up their manufacturing or final assembly in Scotland, particularly turbines and cables. ScotWind created strong momentum for this work, and notwithstanding the difficulties for Chinese nationals to travel to Scotland, we still managed to generate considerable interest among potential Chinese investors. In total we generated a pipeline of **721 in planned total jobs**, of which **541 are above the real living wage**, and **350 are green jobs**.

- **2** inward investment projects landed as a result of SDI support
- **170** planned total jobs
- **170** jobs created/safeguarded paying Real Living Wage
- Value of planned capital investment: **£3,500,000**

CASE STUDY 1: OFFSHORE WIND SUPPLY PROMOTION

With just one colleague covering investment for most of this year, we were very focused in our approach on **business development and lead generation**. We targeted Chinese **offshore wind supply chain companies**, including manufacturers of turbines, blades, jackets, monopiles and cables, who had already expressed their interest in supplying the UK and European markets. Our aim was to encourage them to **establish manufacturing and assembly facilities in Scotland**, either through wholly owned subsidiaries (some already have European offices), or through partnerships with Scottish companies.

- Our investment lead travelled to **Guangdong and Shandong provinces to meet with our principal stakeholders** in the Chinese offshore wind industry, including MingYang, a leading turbine manufacturer, and Dajin, a leading monopile manufacturer.
- **2 webinars co-organised with the China-Britain Business Council and the Scottish Government Office in China** to promote green investment projects and opportunities in Scotland to a broader Chinese audience.



SCOTLAND'S INTERESTS

We continued to promote a modern & dynamic Scotland through 5 pillars – **Work, Study, Visit, Live and Do Business**, and increase use of Scotland is Now and Let's Do Net Zero marketing collateral to grow 'Brand Scotland' through deployment at Team Scotland and partners' events in China, including e.g. Beijing's Highland Games, Alumni Ceilidhs, annual St Andrew's and Burns' celebrations. While physical engagements were possible in China, and we hosted a number of in person events, some physical activities were cancelled or postponed due to the uncertainties of Covid-19. Only 2 in-person alumni events were held. We also explored opportunities to continue to build links with international organisations such as UNICEF in areas such as period poverty. But the pandemic still dominated their priorities, and we had to reshape our plan to sustain the relationships for future opportunities.

- **50 Global Scots** in China (including Hong Kong and those based in UK)
- Scottish Chapter at British Chambers Beijing & Scottish Connections at British Chambers Shanghai with **100 members**
- **7 Scottish diaspora** in-person events held in China

CASE STUDY 1: PRE-SUMMIT WEBINAR ON EDINBURGH PROCESS

In partnership with the ICLEI and the CBD Secretariat, we organised a **webinar on the Edinburgh Process** in July to showcase Scotland's global leadership in the run-up to the Biodiversity COP in Kunming.

- We coordinated a **pre-recorded address** from the Scottish Minister for Environment, Biodiversity and Land Reform.
- We secured a **senior representative of China's Ministry of Ecology and Environment** to speak at the virtual event.
- The Scottish Government's Representative to China delivered a thorough **presentation about the Edinburgh Declaration**.
- **4 Chinese local governments** outlined their aspirations and approach.

- **Promoted Edinburgh Declaration** beyond the EU through engagement with the MEE and Provincial Government Officials as set out in business plan
- Over **100 guests** attended the webinar including representatives from **10 Chinese local governments**.
- It increased **understanding of the Edinburgh Process** in China.
- It created opportunity to set up initial links with **targeted strategic partners**.
- New Covid-19 outbreaks continued to be Chinese local authorities' priorities – a lack of in-person meetings due to increasing travel restrictions made it harder to build upon the links to take forward the Edinburgh Declaration initiative with them.

CASE STUDY 2: DIASPORA ENGAGEMENT

We organised or sponsored **7 in-person diaspora events**, same as last year.

- These were Highland Games in Beijing, an Alumni Ceilidh in Guangzhou, a series of Burns' Night celebrations in Beijing and the St. Andrew's Ball which was postponed to April due to the Covid outbreaks.
- **Key partners** include the Scottish Chapter in the British Chamber Beijing, Beijing Scottish Society and the Scottish Alumni Committees.
- The Scottish Chapter, led by Sir Danny Alexander as the Honorary Chair, include a large number of universities and some senior Scottish Business people. The other two are made of volunteers who are expat Scots and/or graduates of Scottish universities.

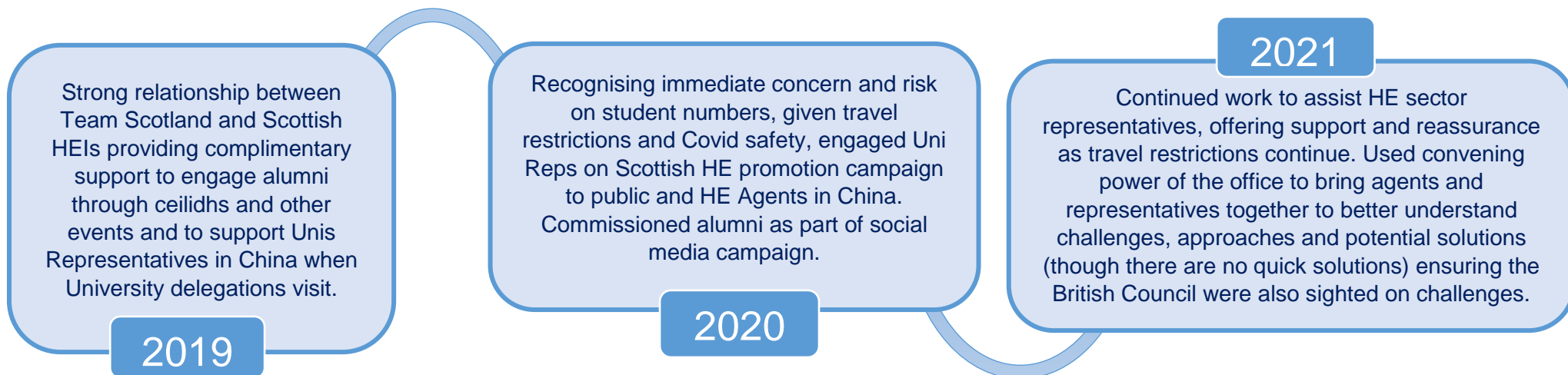
- Delivered engagements designed to **showcase the best of Scottish Culture** and wider opportunities as outlined in business plan
- The **7 diaspora events** attracted nearly **2,300** attendees.
- The 2021 Highland Games alone hosted over **1,500** from the Scottish, British and Chinese communities, including the UK Ambassador to China.
- This was the **third iteration** of the Scottish summer tradition, which has now become a 'regular' in Beijing's annual events calendar.
- It's the **3rd Burns' Supper for Diplomats** in Beijing this year, engaging diplomats from **10 embassies or international organisations**.
- Even though postponed, the St. Andrew's Ball when hosted in April attracted over **200 attendees**.

MEDIUM TO LONG-TERM IMPACT

Team Scotland Beijing set up meetings with the Jiangsu provincial authorities when SG's energy official delegation visited China in November 2019. This opened the door for continued and deeper engagement with the province, particularly the Jiangsu Renewable Energy Industry Association, China's largest provincial renewable energy trade body.



Team Scotland Beijing has long supported Scotland's HE interests in China, be that through Alumni engagement, support for the Universities Representatives in country or to celebrate with new students as they undertake their departure briefings. Recognising the additional challenges that Covid has presented to the sector, Team Scotland have stepped up engagement and sought to provide a platform to present and promotes Scottish HE to a wider audience in China.



LESSONS LEARNED FOR 2021/22

➤ **Remaining responsive to COVID-19**

China has become a more challenging place to do business. While, for much of the year, we were able to undertake in person events, there was always the risk of cancellation or restrictions at short notice. Team Scotland sought to mitigate these risks by making use of 'Diplomatic spaces' such as the Embassy and Ambassador's residence. While this limited our capacity for some events, it gave more assurance that the event would be able to go ahead. Where others events fell to such restrictions, through planning and compromise, we managed to run most of the events as planned. The lesson learned is to accept that restrictions are in place and, especially in our operating environment, be responsive to these – seeking to make a virtue of greater assurance for events to secure wider networks of attendees.

➤ **Supporting Scottish businesses in a complex landscape**

Aside from the impact of Covid on international travel and supply chain, Chinese officials and businesspeople who have previously been keen to explore international collaboration are now more likely to look inward for innovation and expertise. For our companies to succeed in China, they will need to invest even more time and effort into localising their operations and services to improve their own competitiveness, as well as consider closely evolving UK legislation on trade and investment partnerships with China. Future work will focus on supporting Scottish businesses to understand this added complexity and how we should seek to make more visible Scotland's competitive advantage in key areas.


➤ **Remaining responsive to changing priorities**

Circumstances have also been challenging for a number of our partners, and we have been noticeably deprioritised when 'bigger' issues have become apparent. This has been the case in our work to promote action on Biodiversity loss and the Edinburgh process. Where good progress was made with partners such as ICLEI, with the Chinese Ministry of Ecology and Environment and with Provincial Governments across China, when restrictions and postponements for the COP15 event in Kunming came into place, we had to be agile, supportive and responsive to partners developing needs. In partnership with ICLEI, we created the top-down roadmap to start from meeting with the Ministry of Ecology and Environment because we understood the national government's attitude matters a lot to local authorities in China. We got positive feedback from the meeting and even secured the MEE to speak at a webinar on Edinburgh Process. We also invited Kunming and several other Chinese cities to speak at the event. With considerable engagement, positive to report that Kunming did sign the declaration.

Let's Do Net Zero Campaign Review

Scottish Government launched an international digital campaign to demonstrate the action that Scotland is already taking to protect the planet, inviting global collaboration ahead of COP26. As China and Scotland were at the centre of COP15 and COP26, two of the most important global summits this century, we decided to develop the Let's Do Net Zero digital campaign to an overall campaign including both online and in-person activities as well as media engagement and social media promotion. The LDNZ campaign was kicked off in June in China.

Highlights:

- **9 LDNZ virtual and in-person events**, including:
 - **Let's Do Net Zero Campaign branding's debut** at 2021 Highland Games in Beijing
 - **2 whisky tasting receptions** for our targeted media and business contacts to use whisky industry's climate –friendly stories to pitch Scotland's climate contributions and ambitions
 - **2 Webinars** on Edinburgh Process and Scotland's Green transition
 - **4 screening events** of Scottish documentary 'Eye of the Storm' in partnership with Scottish and Chinese universities as well as a contemporary art centre
- Engaging a total of **2,000 attendees** from a wide range of areas including public, media, policy makers, academia and business.
- The LDNZ **press release** was picked up by 6 local media
- **COP26 op-ed** by Cab Sec for Net Zero was placed in Caixin and a Q&A placed in Beijing News, two major Chinese publications
- LDNZ campaign's hashtags #Let's Do Net Zero, #LDNZ Mandarin and #Net Zero Scotland received **21.7 million views** on Weibo
- The LDNZ branding films received over **2.6 million impressions** on Weibo
- See top performing social media posts 

Date	Weibo Content	Impressions (k)	Engagement
2021 June	LDNZ branding film (1min)	2,600	2556
2021 Oct	Biodiversity - Fantastic Beast	345	67
2021 Oct	Glasgow as the COP city	173	19
2021 Oct	LDNZ branding film on biodiversity	147	80
2021 Oct	COP26 Opens	97	48

Date	WeChat Content	Impressions (k)	Engagement
2021 Nov	COP26 in Glasgow & Case studies	25,341	391
2021 Aug	Hydrogen	2,467	57
2021 Oct	SG's Climate activities review	2,143	25

France

CONTEXT FOR 2021/22

In November 2021 our new Head of the SG office joined the team. Our Communication & Event Manager's also role evolved to have a green policy focus to reflect our priorities around climate and the environment ahead of COP26. Our SDI team continued to have a major focus on food and drink, life sciences, technology and energy. In summer 2021, a new trade colleague joined our team covering food and drink; the top export sector for Scotland in France.

Covid continued to restrict our ability to host events and larger engagements in-person so with the exception of some small-scale engagements, such as our events with our Global Scots, these continued virtually. This included our St Andrew's Day and Burns events and three ministerial engagements.

REFLECTIONS

COP26 was the set piece moment for the office this year. We capitalised on the opportunity it created to develop new relationships and areas of collaboration with the French Government and its agencies, on **renewable energy, agriculture and biodiversity policies**. Our office supported eight engagements between French partners and the Scottish Government and its agencies during COP26.

Through close collaboration with **France's biodiversity agency, the OFB**, we furthered the engagement we began last year, leading to 43 French signatories for the **Edinburgh Declaration** (the most in any European country); maximised opportunities for promoting the **OECD biodiversity report** in France; and held an event attended by 60 partners COP26 on **Nature Day to launch the report**. The CBD accepted the OECD report on their 'virtual display table' during COP negotiations, as evidence of the effectiveness of the whole-of-government approach to tackling biodiversity loss (= the Edinburgh Process in action!).

We facilitated a virtual meeting between Mr Robertson and the French Culture Minister in December which led to us establishing a new relationship with officials at the **Culture Ministry**. It also resulted in joint activity between our governments in reinvigorating the Cultural Statement of Intent signed in 2013. **Engagement** with the **Brittany region** at COP26 and subsequent ministerial engagement with the region supported by our office has resulted in a shared commitment to take forward a road map and **MoU** with the region.

REPUTATION

Over the past year we have **developed our engagement strategy** which has enabled us to enhance our communications and media relations in France

Online Burns Poetry event



Outreach concerts for Winter festivals

Over 41,500 impressions
2,000 engagements



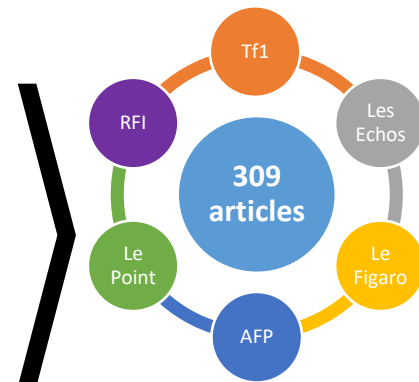
We partnered with a key **French public health organisation & Live Music Now France**.
Concerts were shown in 38 hospitals/care homes.

RELATIONSHIPS STRENGTHENED / FORMED WITH:



CASE STUDY 1: On our **print & social media engagement** we have:

- made **journalist contacts** at key media outlets
- Adopted **new approaches** to create engaging content such as our #WordofTheWeek campaign and our #PhotosOfScotland tweets.
- Created an **infographic specifically for the Edinburgh Declaration** which we use when doing comms on each new French signatory, enabling the relevant region/city to retweet & increase exposure.
- Partnered with **Visit Scotland** to maximise impact of specific campaigns.



On **social media** we have had:

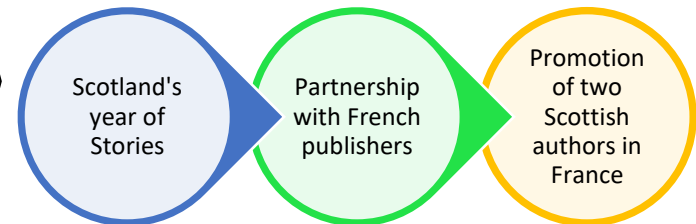
- 3.86M impressions – an increase of 21% on last year
- Just under 13,000 likes
- 664 new followers
- 310 tweets

The **SDI website** has had:

- Over 66,000 views from users in France

CASE STUDY 2: Recognising that culture would play a key role in **France's Presidency of the European Union**, we identified opportunities to promote Scottish culture in France that would resonate with the French. We developed a relationship with French publishers **Editions Métailié** who publish the work of a number of Scottish authors in French. We used **Scotland's Year of Stories** as a hook to promote two Scottish authors on our Twitter channel in the run up to the **Quais du Polar** – a major international book festival in France celebrating crime fiction.

We established a relationship with the organisers of the festival and with the magazine **Le Point**, and have agreed to work together to host a round table discussion exclusively with Scottish authors at next year's festival.



INTERNATIONAL TRADE

- **78** companies supported
- **63** international trade opportunities identified
- Forecast international sales as a result of SDI support: **£19 million**

- CASE STUDY 1:**
- Our team ran a **Franco-Scottish green research project** based around **R&D collaboration to find solutions for more affordable offshore wind technologies**.
 - This had been identified in the SG draft international energy narrative as a **priority area for collaboration with international partners**.
 - We ran **3 workshops with French and Scottish stakeholders** from the private sector whose inputs were critical to supporting the contractors in refining their recommendations which were included in the final report, published in July 2021.
 - **A press release** was issued to promote the publication of the report.

Empowering Farming with Space Data event

- CASE STUDY 2:**
- We led the design and delivery of this agri-space online event, attended by French and Scottish providers and users of Space Data around the theme '*Disaster Monitoring and Mitigation*'. All 16 company attendees were invited to pitch.
 - We gave a scene-setter and interventions were delivered by **Space Scotland** and key players in the space industry in France, including **French Space Agency (CNES)** and **ESA (European Space Agency)**.

RELATIONSHIPS STRENGTHENED / FORMED WITH:



Key outputs of this project include:

- Our comms strategy and press release resulted in the project being picked up by **20 French and UK media outlets**, thereby promoting Scotland's leading work on offshore wind.
- We **developed our relationships and enhanced Scotland's reputation in France and internationally** by promoting the report findings at **key international trade shows** in the autumn, including Seanergy in Nantes; Hyvolution in Paris; and at "Hydrogen Business for Climate" in Belfort.
- Scottish company **EMEC** presented the findings as a case study at **COP26** following the launch of the SG's Hydrogen action plan, which **promoted Scotland's international work in advancing hydrogen policy**.
- We have **developed our relationship with the Occitanie and Brittany** regions and are working together to **explore opportunities for collaboration**, as recommended in the report.

One of the **key outcomes** of this work is that **EMEC and Ecole Central Nantes** have agreed to **establish a partnership** to share their test and demonstration facilities in the hydrogen sector.

This event supported the following outputs:

- **14 B2B meetings**
- Created over **50 new French space data user contacts** for SDI (Insurance companies, Ag chambers etc.) and **10 new Scottish agriculture user contacts**.

It also led to the following outcomes:

- **Raised awareness and encouraged knowledge sharing** around Scottish downstream capability (space data – capture and analysis)
- Reinforced our '**Scotland is open for business**' message.
- Highlighted **opportunities for collaboration** between Scotland and France on Horizon Europe and Eureka Eurostars projects in the future through a **presentation** delivered by the Regional Ambassador (Scotland and Northern Ireland) for ESA Space Solutions.


RESEARCH AND INNOVATION

RELATIONSHIPS STRENGTHENED / FORMED WITH:



- Building on the growing interest we have developed with French stakeholders in the **Edinburgh Declaration**, we commissioned the **OECD to produce a report on Scottish approaches to deliver positive biodiversity outcomes**. We worked closely with the French biodiversity agency (OFB) and SG policy colleagues to develop the objectives for the study.
- The SG was invited to present the preliminary findings at the **IUCN World Conservation Congress**, in a session opened by then French Minister for the Ecological Transition, Berangere Abba. We worked with the **OECD** and the **OFB** to **launch the final report at COP26 on Nature day** through an event hosted by the Minister for Environment, Biodiversity and Land Reform, and with senior speakers from the OECD, the OFB and NatureScot.

The **COP26 Presidency** produced a science briefing for the global academic community on five campaign areas for COP26: Energy Transitions; Clean Transport; Adaptation and Resilience; Nature; and Finance. The Presidency's aim was to use this to motivate collaborative action towards [COP26 Goals](#) and recognises the role of academics in accelerating action.

We partnered with the Embassy's **Science and Innovation Network** to gather information from **academics in Scotland** on where research can support this. We also sought input on the mechanisms through which academics can assist decision making by state and non-state actors. To **showcase Scotland's expertise**, we supported **Glasgow University's involvement** through ensuring they had the opportunity to lead a discussion with the French researchers.

The document was used promote academic engagement since COP, particularly in COP26-themed academic events and UK Government interactions with the academic sector on COP26.

- **5+ engagements** with key higher education institutions (e.g Paris Saclay) or government agencies (e.g Campus France) to promote Scotland's higher education sector and encourage Franco-Scottish collaborations.
- Scottish government was therefore invited to present its plans for a Student exchange programme to **over 315 French higher education institutions** at the **Campus France Forum**.
- Our **30K OECD research project** was delivered during COP26, raising Scotland's profile on the world stage and strengthening our relationship with the French biodiversity agency and the OECD. To follow up, we are now partnering with the OFB in Brussels on a biodiversity/ Edinburgh declaration event.

Key outputs of this work included:

- SG being invited to present at **3 high profile international events** on conservation/biodiversity. This showcased Scotland as a leading nation in environmental policy.

In terms of **outcomes**:

- The project has enabled us to build a strong relationship with the OFB and OECD and it continues to **spark interest in Scotland's approach** among key French stakeholders.
- It has led to further opportunities to promote Scotland's policies with the French Government, for example in **Lille** at the **Artisan Life Forum, an event linked to France's Presidency of the EU, where Scotland was invited to speak as the international guest**.

The workshop outputs were summarised and incorporated into the briefing to produce a document that has **global relevance** and empowers the academic community worldwide to take action in the lead up to COP26 and beyond.

The **engagement of Scottish academics** in this work has helped promote Scotland as a world leading nation in terms of its research and scientific expertise, and particularly in relation to climate issues.

CASE STUDY 1:

CASE STUDY 2:

INVESTMENT

RELATIONSHIPS STRENGTHENED / FORMED WITH:



“The presentations by the different speakers confirmed to me the attractiveness of Scotland for French companies”
Mission Internationale France

- 4 inward investment projects landed as a result of SDI support
- 367 planned total jobs
- 367 jobs created / safeguarded paying Real Living Wage
- Planned R&D investment: **£195,828,783**
- Value of planned capital investment: **£26,577,000**

CASE STUDY 1:

- In October our team led a webinar event “**S’implanter en Ecosse**” (Invest in Scotland) webinar that showcased the attractiveness of Scotland for business investment. **40 French business/key intermediaries** attended.
- Our team in France set out the **economic strategy** in Scotland and the **support available for overseas investors** in Scotland.
- **3 French business leaders** in the **Data Satellite Processing, Renewable and Fintech sectors** pitched their views and a one of our **Global Scots** who is a lawyer with experience of both Scots and French law gave an overview of the legal procedures for setting up a business in Scotland.

- In terms of **outputs**, the event:
- Led to **122 1-to-1 follow up calls from business professionals**
- In terms of **outcomes**, the event:
- Strengthened our team’s relationship, visibility and credibility **with 9 competitive clusters** in France;
 - Created new links with **3 French chambers of commerce and industry; 2 regional development agencies, 9 clusters and exports teams** in France.

CASE STUDY 2:

- Building on the **Tour de France of Hydrogen** that we organised in 2020, we worked in collaboration with Department for International Trade to support the involvement of Scottish companies in **Hyvolution** – France’s largest international exhibition and conference dedicated to the hydrogen sector.
- We secured **presentation slots** for **two Scottish companies**, EMEC and Wood and we presented **Scotland’s Hydrogen Action Plan** to a large audience of hydrogen professionals.
- We supported the **promotion of Scotland’s capabilities** by organising **networking activities** with delegations from the **Brittany and Pays de la Loire** regions, enabling the companies to pitch their solutions and network with potential clients.
- We also **facilitated meetings** between Scottish companies and key French hydrogen players including Ariane group, Colas, Airbus Helicopter & Bouygues.

- In terms of **outputs**, we:
- Maximised opportunities created by Hyvolution to **arrange meetings between Scottish companies and French hydrogen companies** (MOBHY, HDF Energy, Bouygues, Segula Technologies, Colas Rail etc.) interested in developing their businesses and identifying opportunities in Scotland.
 - We **worked with DIT to host a dinner the evening before the event to position Scotland as a strategic partner for both inward investment and trade**. The dinner, followed by a whisky tasting organised by SDI, gathered major French energy companies, French and British hydrogen specialist companies and the French Hydrogen Association.
- This activity supported several **international trade opportunities** being identified.

SCOTLAND'S INTERESTS

RELATIONSHIPS STRENGTHENED / FORMED WITH:



- We have strengthened Scotland's reputation in France through facilitating:
- **3 events with our Global Scots** including a renewable energy focused workshop.
 - We recruited **7 new Global Scots**, growing our network in France to 25.
 - **8 meetings with key French stakeholders** at COP26
 - **3 ministerial engagements** focused on culture, education and renewable energy
 - **4 virtual messages from Ministers and 1 from Nature Scot** at international hybrid events promoting Scotland's action on climate change and biodiversity
 - An **inward delegation** from SG to the Salon de l'Agriculture
 - Another successful Scottish candidate on the **2021/22 Franco-British Young Leaders programme**
 - We are **members of the Choose Paris Region (Investment), and France Biotech (Life Sciences) networks.**

At **COP26**, the Scottish Government signed up to the 4 per 1000 initiative – this was launched by the French Government at COP21 and aims to boost carbon storage in agricultural soils and reduce the global carbon footprint. As **agriculture** is a key policy area for the French Government and priority during their Presidency of the EU, we developed opportunities to ensure Franco-Scottish collaboration in the field continued.

We were invited to **the Salon de l'agriculture** by French Government officials who report to the Agriculture Ministry. They arranged a packed programme of meetings for us and SG policy colleagues with French stakeholders from the food and drink industry (DG of the National Dairy federation, National Livestock Confederation, the Agricultural cooperative association). We also visited the French EU Presidency Stand which was presenting the Farm2Fork Initiative.

The relationship we have developed with French Government agriculture officials has resulted in:

- Our French colleagues accepting an invitation to attend the **Highland Show** this summer. This was successful in **developing the Scottish Government's relationship with the new French Government.**
- **Agreeing new common areas of collaboration between our governments** which will support Scotland in reaching our **ambitious net zero targets** including: livestock sustainability (working towards overcoming the challenges to achieve Net Zero as a livestock producing country); low-carbon farming and shortening of supply chains; reducing meat for a higher quality meat; reducing use of pesticides.

We have strengthened our already strong relationship with the **Ville de Paris** through regular engagement and sharing updates on Scotland's policies on climate and biodiversity. Ville de Paris invited Scottish Government Ministers to participate in 3 international events this past year, all focused on environmental topics. This has resulted in increasing recognition of Scotland as a **leading player on the international stage in the efforts to tackle the climate crisis.**

- Our work with the Ville de Paris has resulted in recognition (Anne Hidalgo wrote to Mr Harvie to personally thank him for his intervention) that Scotland has much to share in terms of climate policy and is a willing partner for international collaboration.
- Mr Harvie's invitation to speak at Ville de Paris' **Zero Carbon Forum** (viewed by around 150,000 people online) in November shortly after COP26 enabled him to share the Scottish Government's position with a French/European audience on the key opportunities and outcomes created by COP26 and some of the challenges that lie ahead. It also helped to underline the essential role Scotland is playing in the ecological transition.

MEDIUM TO LONG-TERM IMPACT

Promoting Scotland's green policies in France in the run up to and since COP26

1. Challenge: identifying shared areas of green policy focus between Scotland and France (biodiversity & marine/hydrogen policies) and developing opportunities for collaboration in order to maximise opportunity created by COP26.

2. Activities

- In early 2020, we took the decision to **focus our efforts on two out of the five COP26 campaigns** (Energy Transitions and Nature)
- In summer 2020 we began working with SG policy leads to develop plan to **promote Edinburgh Declaration in-country**.
- Identified **key stakeholders in France at different levels** and sought agreement of French National Government to promote **Edinburgh Declaration**.
- In early 2021, we began working with the OECD, SG policy colleagues and France's Biodiversity Agency to **commission a study on subnational approaches to biodiversity in France and Scotland**.
- In summer 2021 we developed a strategy for **promoting OECD** report findings in country and at COP26; we also worked with Comms to develop **comms strategy** for ensuring pick up in French media.
- Facilitated **8 meetings with key French stakeholders**

3. Outputs

- France has **highest number of signatories to Edinburgh Declaration** in Europe (43).
- Initial findings of OECD report presented by Mairi McAllan at **IUCN World Conservation Congress in summer 2021**.
- Launch event for OECD report held on **Nature Day at COP26**.
- **NatureScot invited by the OFB** to their international ARTISAN conference to present Scotland's leadership in peatland restoration in March 2022.
- **Comms strategy led to op-eds and interviews** with key media outlets : [Le Monde](#), [Liberation](#), [Le Figaro](#), [les Echos](#), [Ouest-France](#) & [La Croix](#).

4. Outcomes (short/medium term)

- **OECD report** submitted to the CBD as **evidence in the COP15 negotiations**.
- **Bilateral meetings held at COP26** have **enhanced our relationships with key stakeholders** including the Brittany region (with whom we are now collaborating on a joint roadmap), Ville de Paris, Regions de France, IUCN French committee and the OFB.
- Scotland's signing of the French Government-led International "4 per 1000" Initiative at **COP26** has led to us **collaborating more closely with the French on agricultural policy**.
- A French Government delegation attended the Highland Show in Scotland in June as a result of our engagement.

5. Impact (long-term outcomes)

Strengthened relationship and facilitated greater collaboration with French national government on key environmental policies.

LESSONS LEARNED 2021/22

- We have learned to adapt our work and ensure effective decision-making in fast-changing heavily virtual environment. For St Andrew's day we had worked hard to prepare a large-scale event, which would have allowed us to see our high-profile stakeholders for the first time in person. It was also an opportunity to make new contacts from ministries and French government contacts who were keen to attend. However, the health situation rapidly deteriorated and we had to make the call that it was no longer safe to host such a large scale event. We moved what we could online, providing a virtual concert of Scottish music to 18 hospitals and care homes in the Paris region. We kept in touch with the new contacts from the environment ministry and ensured they were invited to a more intimate engagement which meant we could continue to build bridges in key policy areas.
- During the health crisis, we embraced unique workstyles in a Hybrid environment, which allowed for policy experts and partners from Scotland to join very high-profile events in France and showcase the Scottish perspective on important topics such as biodiversity and higher education. Indeed, grasping such opportunities that may not have been available to us otherwise (given travel costs etc.), our minister participated in the IUCN World conversation congress in Marseille, and policy colleagues were able to present Scotland's position on higher education and research post-Brexit at the Campus France Forum to 315 French higher education institutions.
- We also learnt that online/hybrid events can ensure a maximum impact. We shared our online St Andrew's day and Burns events with other offices to ensure that we were reaching a wider European audience and getting the best value for money out of our events.
- Although we truly recognise the real value of in person engagements and understand the benefits of building personal relationships with our French counterparts, this cost-effective and impactful approach is something we are keen to pursue alongside our in-person engagements going forward.
- Value of engaging with the Media. When the pandemic situation allowed it, we gave a targeted push to our media engagement. We have raised Scotland's profile amongst key French media outlets (Tf1, AFP, RFI...) who were not aware of our office beforehand, this led to positive articles on climate change, COP26 and culture in the French press. We have also many media contacts who are now keen to chair our events.

Germany

CONTEXT FOR 2021/22

The **Scotland in Germany Network** is a partnership between the Scottish Government and Scottish Development International working towards strengthening Scotland's political and economic, cultural, education and social relationships with Germany. Team Scotland in Germany consists of 3 full-time members of staff working for the Scottish Government Office (SG) in Berlin, and 12 full-time members of staff working for Scottish Development International (SDI) in Düsseldorf (11) and Berlin (1). Berlin-based staff work on the FCDO platform and are important constituents of the wider UK in Germany Network.

With 2021 dubbed "**Super Election Year**" in Germany, the operating context included German federal elections in September as well as parliamentary elections in the German states of Berlin, Mecklenburg-Vorpommern, Sachsen-Anhalt and the Saarland – in addition to Scottish parliamentary elections in May.

COP26 in Glasgow in November provided a unique opportunity to promote the Scottish Government's Climate Change commitments and highlight green investment opportunities in Scotland.

REFLECTIONS

Activity in 2021-22 continued to be impacted by the **COVID-19 pandemic** and practical restrictions. Physical engagements remained curtailed for most of the year, with a severe fourth wave of the pandemic in Germany in the autumn necessitating the postponement of planned cultural events such as St. Andrew's Day and Burns Night. Although virtual engagements could not fully replicate the networking opportunities of in-person events, they nonetheless enabled a large number of ministerial engagements in particular, which assisted with the establishment of new **partnerships with Länder governments**.

The formation of a **new federal coalition government** in Germany constituted by the SPD, Green Party and FDP following elections in September 2021 led to a shift towards a new progressive agenda with clear parallels to *A Fairer, Greener Scotland*. The extensive restructuring of key ministries and the appointment of a new generation of senior government officials required agility in establishing new relationships in particular in the Federal Ministry of Education and Research and the new expanded Ministry for Economic Affairs and Climate Action.

Russia's invasion of Ukraine in February precipitated a **Zeitenwende** ("watershed moment") in Germany's **energy and security** policy thinking, catalysing a rapid acceleration both of short-term energy solutions and Germany's longer-term transition to renewables, with a strategic focus on green hydrogen for the decarbonisation of German industry. This represents a **significant long-term market opportunity for Scotland as an exporter of green hydrogen**.



Jan Rispens, EEHH GmbH, and Nigel Holmes, Scottish Hydrogen and Fuel Cell Association with Director SG Germany at signing of Cooperation Agreement with Hamburg

ACTIVITIES

- **20** ministerial engagements
- **2** Statements of Intent
- **6** trade missions / trade promotion events
- **19** virtual events
- **9** in-person events
- **6** cultural events
- **9** events or activities in support of **Climate Objectives**
- **24** events or activities in support of **Inward Investment**
- **22** events or activities in support of **International Trade**
- **5** events or activities in support of **Research & Innovation**
- **17** events or activities in support of **Reputation**
- **15** events or activities in support of **Scotland's interests**



REPUTATION

The aim for the reporting year was to increase media engagement around specific topics such as Scotland's social policies, climate agenda and renewable energy successes, in order to encourage more nuanced, in-depth German reporting on Scottish Government policies and initiatives. **COP26 in Glasgow** provided a unique opportunity to harness the international attention focussed on Scotland to highlight initiatives such as the **Edinburgh Declaration on Biodiversity** and Scotland's active role in the **Under 2 Coalition**, as well as the launch of the Scottish Government's [Hydrogen Action Plan](#) in November. The targeted dissemination of a pre-COP26 German-language press pack featuring climate and energy case studies to relevant journalists increased interest in Scotland's renewables story. Strategic engagement with **UK-based German media correspondents** led to in-depth reporting on Scotland's renewables landscape and energy and climate policies.

- **3461** followers on Twitter, **up 21%**;
- **2 ministerial op-eds** placed in German media
- **246** Scottish Interest articles in German Media (04/2021-03/22)
- **Newsletter** sent to **c. 900** stakeholders and diaspora/affinity diaspora

CASE STUDY 1: STRATEGIC MEDIA ENGAGEMENT ON RENEWABLES & HYDROGEN

An **international engagement plan on Scotland's green hydrogen potential** was developed which incorporated strategic media engagement with major national German media outlets as well as German industry publications and specialist correspondents. A multi-strand approach consisting of press briefings, interviews, information material provided to journalists and publications, op-eds and social media content ensured that hydrogen and renewables, and in particular Scotland's potential to fulfil Germany's future import requirements, featured strongly in German media reporting on Scotland throughout the year.



- **At least 29 articles on climate change, renewable energy and net zero** in German national media, including: an article on [Aberdeen's "energy transition revolution"](#) in the heavyweight German daily *Frankfurter Allgemeine Zeitung*; and an article on [Scotland's "green energy success"](#) in *Die Welt*, a German daily with a large print and online circulation
- An **op-ed by the Cabinet Secretary for Net Zero, Energy and Transport** featuring detailed information on Scotland's hydrogen capabilities and projects was published in the leading German Hydrogen industry publication *HZwei*
- An in-person **press briefing for 15 specialist energy media correspondents** held two months in advance of Scotland's participation in the German WINDFORCE conference led to a number of articles on renewable T&I opportunities in Scotland in German trade publications, including a detailed article on [Scotland's Hydrogen and Offshore Wind Plans](#) in *Erneuerbare Energien*

CASE STUDY 2: NEWSLETTER

Due to COVID-19 and restrictions on in-person events, the **Scotland-in-Germany newsletter** became more important than ever to maintain visibility with Scottish alumni, diaspora/affinity diaspora and stakeholders across business, politics, society and academia. Regular and "special edition" newsletters promoted **Scotland's cultural, tourism and academic offer** to a diverse German audience and helped foster a sense of community among "Friends of Scotland in Germany".



- "Friends of Scotland in Germany" were kept up to date on developments in Scotland of interest to a German audience, such as: the **Saltire Research Awards and Saltire Scholarships for European students and researchers**; **Visit Scotland tourism campaigns**; **COP26 events** and **Scotland's climate goals**; Brand Scotland campaigns such as the "Year of Stories 2022"; and Scottish cultural activities and events in Germany.
- "**Special edition**" newsletters to mark St Andrew's Day and Burns Night included links to a series of cultural events
- Responses to the newsletter overwhelmingly positive, with many readers expressing an interest in initiatives such as Scotland's **Climate Assembly**, or appreciating the links to the series of online concerts from the RCS commissioned by the SG overseas network.



INTERNATIONAL TRADE

With Germany designated one of the top 4 priority target countries for Scotland's exports, business development activities supported opportunities in the priority sectors for Germany outlined in Scotland's 2019 export strategy [A Trading Nation](#), with a particular focus on Consumer Industries, Energy, and Science and Technology. **Trade successes** in the reporting year included:

- October 2021: **"Scottish Seafood Week"** promoting and showcasing Scottish seafood in selected premium specialist shops in Germany.
- November 2021: F&D retail promotion: **"Scottish Weeks"** promoting a variety of F&D products in a smaller premium supermarket chain in Germany during COP26.
- December 2021: **AccelerateHER Virtual Mission** of female-founded start-ups to Germany. Market awareness sessions provided on the German market and direct support provided to Scottish companies.

- **109** companies supported
- **37** international trade opportunities identified
- Forecast international sales as a result of SDI support: **£81 million**
- **34 Global Scots** in Germany
- **5** new Global Scots recruited in Germany

WINDFORCE 2021

Scotland was the partner country for this year's WINDFORCE trade fair in association with the German Offshore Wind Industry Association WAB.e.V., building on the **cooperation agreement signed between WAB and Scotland's DeepWind Cluster in 2020/21**. Scotland has been identified by WAB as the ideal partner country with regard to green hydrogen and floating offshore wind power.

This followed considerable German interest in the **ScotWind Offshore Wind leasing round that opened in January 2021**, with several German companies including EnBW, Siemens and Uniper awarded contracts in January 2022. The value of ScotWind supply chains is ca. £1.5bn per project – with 17 new projects awarded, there is potential for a large proportion of the components for the wind farms to be manufactured in Scotland.

- An **advance press briefing** jointly with WAB in advance of the trade conference led to a number of press articles on Scotland's hydrogen potential and generated significant industry interest in the conference.
- Director SG Germany was **cited in several industry publications**, with Scotland's hydrogen production aims (126 terawatt hours of green hydrogen per year in 2045, of which 96 terawatt hours for export, with the potential to create up to 300,000 jobs) covered extensively.
- **10 Scottish companies** attended WINDFORCE, with 5 giving presentations, and a networking event for 140 conference attendees, reinforcing Scotland's enormous OW resources and expertise to the German market.
- Scottish companies anticipate sales of **c.£4 million** over the next three years as a result of their participation.

"SCOTLAND MEETS FRANKFURT"

Frankfurt is one of the major financial centres in Europe, and home to the headquarters of the European Central Bank, Deutsche Bundesbank, Frankfurt Stock Exchange, Deutsche Bank, KfW, Commerzbank, several cloud and FinTech start-ups and other institutes.

A two-day online symposium **"Scotland meets Frankfurt"** delivered by SDI Germany together with Fintech Scotland, Frankfurt-Rhein-Main and TechQuartier as main partners, presented financial services ecosystems in Scotland and Greater Frankfurt to Scottish and German FinTech companies and banks. German financial services companies, including ING Bank, Helaba Digital, Aareal Bank, CRIF and Deutsche Börse Venture Network, were partners in the conference.

- 1st day of symposium (presentations and panel discussion) attended by **60 online participants**
- **Scotland's Fintech ecosystems presented** to key financial services stakeholders
- **Keynote speech by the Minister for Business, Trade, Tourism and Enterprise** highlighted the strength of Scotland's Fintech sector
- Several Frankfurt-based banks, organisations and institutions were partners in the conference, creating buy-in and interest from key actors in the market.
- 2nd day of symposium facilitated **22 one-to-one online meetings** between Scottish Fintech companies and 4 German banks and institutions, including ING, Helaba Digital, Aareal Bank and CRIF.



RESEARCH AND INNOVATION

Germany is Scotland's top scientific collaborating nation in Europe and second top collaborating nation globally behind only the US. Activities over the course of the year included **close working with Universities Scotland** to support the sector's prioritisation of Germany for international engagement, as well as cooperation with **CENSIS Innovation Centre** to promote net zero data innovation to German industry and with the **Scottish Life Sciences Research Pool** to promote their international researcher online networking platform linking researchers in Scotland, Germany and France. **Research and innovation successes** in 2021/22 included:

- November 2021: BRAIN Biotech AG based in Zwingenberg and the Scottish Association for Marine Science (SAMS) based in Oban announced a research collaboration. The BRAIN Engineered Cas (BEC) gene-editing tool will be applied to one of the world's largest libraries of marine organisms to search for ways to make compounds more sustainable and cost effective. BRAIN Biotech AG will licence its proprietary genome editing technology BEC to SAMS where its marine and freshwater organism library (Culture Collection of Algae and Protozoa) - one of the world's largest - holds some 3,000 different algae strains. The research licence will allow SAMS to activate, adapt and optimise the BEC technology for the various marine-based compounds.

- **£150k** funding secured for bilateral research collaboration in the field of hydrogen
- **c.€90k** funding secured for bilateral research collaboration in the field of life sciences and biotechnology
- **5 events** in support of R&I outcomes

BILATERAL HYDROGEN RESEARCH FUND

£150k funding was secured for a Scotland-Germany Hydrogen Research Scheme, delivered by the Royal Society of Edinburgh, to facilitate bilateral collaboration between Scottish and German institutes as part of the Scottish Hydrogen Action Plan, in support of:

- Developing strong partnerships with Germany towards net zero;
- Strengthening European research collaboration post-Brexit;
- Underpinning and future proofing Scottish-German partnerships in the area through joint policy, investment and trade opportunities;
- Supporting the sustainability objectives within the Scottish Government post-Covid-19 economic strategy and HAP.

- Over **£97k funding** awarded in the first round to Scottish Higher Education Institutions to begin collaborative projects with German Institutes
- Funding supports **partnerships between 4 Scottish and 4 German Higher Education Institutes**: RGU and UAS Berlin; UoS and the TU Braunschweig; UoSStA and TU Munich; and RGU and Hochschule Bonn-Rhein-Sieg
- Projects support Scotland's aim to become a major hydrogen exporter, with development i.a. of: hydrogen safety sensors; and a digital toolbox for hydrogen production

BILATERAL LIFE SCIENCES SYMPOSIUM AND RESEARCH FUND

c.€90k funding was secured for bilateral research collaboration in the field of life sciences and biotechnology, building on the **Statement of Intent signed with the German Bundesland of Rhineland-Palatinate in 2020/21** covering education, culture, higher education and research.

The fund was launched at a during on **Online Life Sciences and Biotechnology Symposium** through collaboration with **the Scottish Universities Life Sciences Alliance, the Rhineland-Palatinate Biotechnology Coordination Centre** and the University of Mainz, which included matchmaking and networking opportunities for Early Career Researchers (ECR).

- Conference opened by Scottish and RLP Ministers for Higher Education and Science
- Keynote address by the head of vaccine development at BioNTech
- Over **100 participants** attended online
- ECRs from Scotland and Germany presented research projects and engaged in matchmaking sessions to identify collaboration potential, with the aim of developing projects to be considered for funding
- A large number of Scottish and RLP HEIs were represented at the conference, as well as Universities Scotland.



INVESTMENT

- **6** inward investment projects landed as a result of SDI support
- **175.5** planned total jobs
- **175.5** jobs created/safeguarded paying Real Living Wage
- **80** planned green jobs
- Value of planned R&D investment: **£3,002,500**
- Value of planned capital investment: **£5,592,672**

In line with the areas of opportunity identified in [Scotland's Inward Investment Plan 2020](#), pro-active inward investment activities focussed on areas where there is significant German investment interest, in particular: Data & AI, Technology, Healthtech, Energy Transition, Offshore Wind, Hydrogen, Decarbonisation of Transport and Low Carbon Heat. A particular focus was on **offshore wind** and **green hydrogen**. Germany has taken a strategic decision to focus on hydrogen for the decarbonisation needs of its industries in particular, and its significant future import needs and Scotland's considerable future export potential are well-matched. This represents a **significant long-term market opportunity for Scotland**, therefore significant effort was expended on this area, even if the impact of this engagement will only be measurable in the longer term. **Inward investment successes** in the reporting year included:

- July 2021: **Alter Technology TUV Nord** opened a Photonics Design Centre in Glasgow, at the University of Strathclyde, to accelerate the commercialisation of photonic products into quantum technology and space markets. The Centre, based in Strathclyde's Technology & Innovation Centre (TIC) in Glasgow City Innovation District, will support Alter Technology Group's development of highly-integrated, miniaturised and robust photonic products to be used in quantum-enabled positioning, navigation and timing systems and photonic-based satellite optical communications.
- March 2022: **Drägerwerk AG** inward investment, hydrogen economy opportunities, 80 new green jobs.

COP26: INVESTOR ENGAGEMENT

COP26 in Glasgow in November provided a unique opportunity both to promote the Scottish Government's Climate Change commitments and highlight green investment opportunities, including around Scotland's Green Investment Portfolio and the Scottish National Investment Bank.

Activities were delivered through effective cross-organisational cooperation and following ministerial priorities to incorporate Trade and Investment objectives into COP26 engagements.

- Scotland in Germany was instrumental in initiating and implementing an event at Edinburgh Castle in cooperation with the Brussels-based **Hydrogen Council event**, bringing together the CEOs of several Germany-headquartered multinational companies and promoting inward investment opportunities around hydrogen to international investors.
- Scotland in Germany joined forces with the **German Industry Federation** and **CENSIS Innovation Centre** to host a **German Industry Evening** bringing together key stakeholders from business, politics and society. Green investment opportunities around the Scottish National Investment Bank and the Clyde Mission were presented to German industry executives.

BUSINESS ENGAGEMENT WITH BAVARIA

Bavaria is the largest German state and has **one of the largest economies in Europe** – only 20 countries in the world have a higher GDP. Key areas of Bavarian investment interest in Scotland are Data/AI, Renewables and Hydrogen.

Business engagement activities focussed on lead generation, including senior ministerial engagement with major investors such as Siemens and close working contact with the new Bavarian representation in London.

- Ministerial engagement generated investment discussions with Siemens Mobility around the **Decarbonisation of Transport** in Scotland.
- A **webinar on Business Opportunities in Bavaria in Scotland** delivered jointly by SDI, the Bavarian Chamber of Commerce and the Scotland chapter of the BCCG highlighted investment opportunities in Data/AI, Renewables and Hydrogen to a business audience of 80.
- COP26: H2-Bayern and Scottish Hydrogen and Fuel Cell Association joint webinar on green hydrogen cooperation potential has led to discussions over including Scottish companies in the **Bavarian Hydrogen Alliance**.



SCOTLAND'S INTERESTS

➤ **34** Global Scots (up by 5 compared to 20/21)

There is a broadly positive emotional attachment to Scotland within Germany, often based on people's positive experiences of having visited or studied in Scotland. In the [Nation Brands Index Survey 2020](#), Germany ranked Scotland 13th overall, and 6th for Tourism (compared to average ranking of 12); 11th for People (compared to 15); and 14th for Culture (compared to 16). Anecdotally, Scotland's landscape, values, welcoming approach, universities, music and literature resonate particularly well in Germany. This affinity for Scotland and its traditions, culture and values was leveraged to build enduring relationships with stakeholders, using Scotland's attractiveness to influence relationships that may benefit T&I outcomes and further areas of strategic interest to Scotland such as Hydrogen and Offshore Wind, and Higher Education and Research.

INTERESTS OF THE HE AND RESEARCH SECTOR

Team Scotland in Germany has steadily been building relationships with key higher education stakeholders in Germany such as the German Academic Exchange Service (DAAD), the U15 group (equivalent to the Russell Group) and the German University Rectors' Conference (association representing all 268 HEIs in Germany) in support of **maintaining partnerships and cooperation post-Brexit**. The Scottish Government enjoys a high level of trust within the HE German sector, not least due to its efforts to continue to engage on aspects such as student and researcher mobility, which face new barriers following Brexit, and about which the German sector is extremely concerned. These strong relationships enabled the **promotion of the European Saltire Research Awards and European Saltire Scholarships in Germany**, both of which were warmly received across the German sector. The DAAD placed the Saltire Scholarships on its student mobility database and advertised them to German HEI international offices, generating considerable interest from the sector.

- **Saltire Scholarships positively reported on by two major German media outlets:** *Der Spiegel* (one of Germany's largest news media outlets), and *Die Zeit* (one of the most prestigious)
- Letter of appreciation received from the Federal Ministry for Education and Research, leading to ministerial engagement
- **New federal government coalition contract agreed in November contains a reference to working with the UK "at the regional level if necessary" in the areas of education, youth and cultural policy** – opening the door for engagement with the Devolved Administrations in this area
- Through our engagement, the German HE sector was able to provide responses to a Call for Evidence from the Independent Chief Inspector for Borders and Immigration on **the impact of UK Immigration Rules on the HE Sector** – detailing the problems that European students and researchers are experiencing with mobility and visas, and expressing concerns about the potential long-term detrimental effect on future university and research cooperation with the UK.

TEAM SCOTLAND PLATFORM IN GERMANY

Over the course of the year a variety of Scotland-based stakeholders and organisations were supported where there was an interest in engaging with German stakeholders, including: Universities Scotland, Publishing Scotland, VisitScotland, Scotland's Innovation Centres, the Scottish National Investment Bank, Scottish University Alumni Associations, Showcase Scotland, Scottish Hydrogen and Fuel Cell Association, and others. These organisations are all aware that they have a platform in Germany available to them, and that the Scotland in Germany Network can facilitate introductions to relevant stakeholders, assist with holding events, and promote and promote their activities to a German audience. This has resulted in a high level of joined-up-working within Germany, as well as allowing the team to draw on a wide variety of expertise and sectoral knowledge to represent Scotland's interests effectively.

- **Universities Scotland**, representing Scotland's 19 HEIs, was supported in developing relationships with counterpart organisations in Germany such as the U15 and the HRK, leading to a joint conference with Germany's U15 group planned for April 2022
- The **Scottish Hydrogen and Fuel Cell Association** was supported in developing relationships with German industry associations, leading to a **cooperation agreement with Hamburg's Renewable Energy Association**
- **CENSIS Innovation Centre** was supported in developing a relationship with the Federation of German Industry, with the potential for a joint event in 2022.
- The **Scottish Universities Life Sciences Alliance** was supported in developing relationships with Life Sciences Research Institutes and the Biotechnology Coordination Centre of Rhineland-Palatinate.

CLIMATE

A common thread running through engagement with Germany across all of the five strategic outcomes were Scotland's climate aims and net zero agenda, with **COP26 in Glasgow** shining an international spotlight on Scotland's climate policies such as Scotland's Just Transition approach, pioneering role in driving forward action on Loss and Damage, and the placing of women and young people at the forefront of climate action. With many commonalities between Germany and Scotland's approach towards energy transition such as **Germany's simultaneous phase-out of coal and nuclear energy, respective net zero emissions targets of 2045 and a common strategic focus on green hydrogen, which Germany sees as the only long-term sustainable solution for decarbonisation**, Scotland's ambitious net zero agenda resonated with German industry and political stakeholders alike and provided a strong foundation for engagement and partnership.

Awareness-raising on the Edinburgh Process prior to COP26 led to the Federal Environment Ministry and the Federal Office for Nature Protection issuing a public statement supporting German cities, municipalities and regional districts in signing up to the **Edinburgh Declaration on Biodiversity**.



The Minister President of Baden-Württemberg signs up to the Edinburgh Declaration at COP26

CLIMATE ACTION IN PARTNERSHIP WITH BADEN-WÜRTTEMBERG AND THE UNDER2 COALITION

Baden-Württemberg is the third-largest German state by both area and population. It has the **highest R&D expenditure among all states in Germany** as well as the **highest measured innovation index** and the **highest density of universities** of any state in Germany. Together with California, Baden-Württemberg is a founding member of the [Under2 Coalition](#) – the world's largest subnational climate leadership group.

In a press release following his visit to Scotland during COP26, Baden-Württemberg Minister President highlighted the region's close working relations with Scotland:

"Baden-Württemberg has a long-standing, close cooperation with Scotland, in particular on climate protection within the Under2 Coalition, and on renewable energies, where Scotland is a pioneer. Our energy suppliers are actively engaging with Scotland."

CLIMATE ACTION IN PARTNERSHIP WITH BADEN-WÜRTTEMBERG

- Support received from Baden-Württemberg and other German Länder for Scotland's bid to serve as **European co-chair of the Under2 Coalition** for a further term.
- **Under2 coalition event at COP26** brought together states, regions and devolved governments to discuss how to raise ambition across states and regions, and push national governments to follow this lead
- Scotland and Baden-Württemberg were pivotal in driving forward adoption of a new MoU for signatories aligning the Under2 Coalition's aims with the goals of the Paris agreement and the goal to become a **"net zero coalition" by 2050** or earlier.
- Roadmap being developed for **closer partnership with Baden-Württemberg on climate and innovation** – areas in which both Scotland and Baden-Württemberg are particularly strong.
- Engagement led to Baden-Württemberg joining the **CivTech Alliance COP26 Global Scale-up Programme** - in collaboration with the United Nations Development Programme, the World Resources Institute and the Michelin Scotland Innovation Parc, three challenges related to the COP26 goals around environmental resilience, food waste and decarbonisation of commercial vehicles were set for fast-growing companies with global ambitions.
- **Baden-Württemberg signed up to the Edinburgh Declaration on Biodiversity Protection** at COP26.

MEDIUM TO LONG-TERM IMPACT
2022

In March 2021 Scottish ministers signed a **Statement of Intent with the state of Rhineland-Palatinate** on closer cooperation in the areas of culture, education, higher education and research.

2021

While some joint cultural activities planned under the statement of intent had to be postponed due to the Covid-19 pandemic, the agreement supported outcomes delivered in 2021/22:

- The nationwide publicity generated by the statement of intent helped to leverage German funding for the German Educational Trainees Language Assistant programme run from the region's main university in Mainz, which sends c.30 German language assistants per year to schools in Scotland.
- Development of online German learning resources by the Scotland Hub at the University of Mainz, to support German language learning online during the pandemic, when language assistants were unable to travel to Scotland.
- The state capital, Mainz, is home to BioNtech, the pharmaceuticals company that developed the world's first mRNA vaccine. The regional government is investing heavily in biotechnology research and development on the back of this. Leveraging our statement of intent, engagement with the region's new biotechnology coordination centre linked up the universities and research institutes in the region with the Scottish Universities Life Sciences Alliance representing 11 Scottish universities, resulting in the launch of a c.€90k joint fund for research collaboration on biotechnology and health research.

In November 2021 the Cabinet Secretary for Net Zero, Energy and Transport signed a **Statement of Intent with the city-state of Hamburg** on Green Hydrogen Import/Export and technologies

2021

The Statement of Intent aims *i.a.* to:

- Drive the scaling of the domestic green hydrogen economy in both partner regions;
- Develop an understanding of the commercial opportunities and scale of the future import market to Hamburg and the future export market from Scotland;
- Establish international supply chains between Hamburg and Scotland for green hydrogen and its derivatives to supply both Hamburg and the wider German and Northern European hinterland;
- Evaluate and develop to technical and operational maturity technical, scientific and functional concepts for the production, international transport and use of green hydrogen in industry, transport and the heat sector;
- support the development of common standards in the areas of sustainability and safety;
- Unlock private sector investment in support of joint projects or initiatives; and
- Investigate the feasibility and potential future need for a hydrogen interconnector to link Scotland to the proposed European hydrogen backbone in the Hamburg area.

Forward Look

In March 2022 the Cabinet Secretary for Finance and the Economy signed a refreshed **Cooperation Agreement with the state of North Rhine-Westphalia** on the Economy, Energy and Climate

2022

The aims of the cooperation agreement are *i.a.* to:

- Strengthen and develop cooperation across the economy and in areas where the partners share priorities and face common challenges, for example across trade and investment, climate protection, energy transition, and innovative technologies.
- Through dialogue between economic and energy organisations and networks in Scotland and North Rhine-Westphalia, promote joint activities in particular in the areas of renewable energy, hydrogen, life sciences, AI and digitalisation, start-up and scale-up businesses, tourism.

Forward Look

LESSONS LEARNED FOR 2021/22

- **Evaluation of Trade & Investment Success:** Over the course of the year it became apparent that short-term/in-year performance indicators and measurements of T&I success are perhaps not wholly suited to long-term trade and investment opportunities such as represented by the renewable energy market in Germany. Germany's accelerated transition to renewables with a particular focus on gearing up for the import of significant quantities of green hydrogen represents a huge opportunity for Scotland, and considerable staff effort was focused on engaging investors, industry associations and regional agencies to generate interest in Scotland's potential as a future exporter. The anticipated long-term trade and investment gains are considerable, however, the focus on measurement of short-term T&I performance indicators meant that staff effort on this area was not credited.
- **Online Biotechnology Symposium, attended by over 100 participants:** While the large number of digital events over the past two years throughout the pandemic has led to a certain level of virtual event fatigue, through careful format planning and multi-session design of online events, and effective personalized advance marketing, it was nonetheless possible to engage a large audience and sustain levels of participation throughout an online event.

Ireland

CONTEXT FOR 2021/22

The SG team in Dublin is made up of an Office Head (1 FTE), a Deputy Head (1 FTE) and office manager and culture policy lead (0.8 FTE) and has a budget of around £500k. The office is based in the British Embassy in Dublin and the SG team is co-located with the SDI team of two staff. The SDI staff is supported on the trade side by an Ireland Country Manager who is based in Scotland as well the investment team based in London. 2021/22 saw the office transition from Covid restrictions, which in Ireland were some of the most severe in Europe, back to a hybrid way of working and more in-person meetings and work, though this was curtailed again by the emergence of Omicron. Main areas of reporting were around Covid and Irish positioning on the NIP. This was also the first full year of implementation of the Bilateral Review.



Team Scotland at the launch of Literary Cities: Edinburgh at the Museum of Literature Ireland

REFLECTIONS

2021/22 saw the team welcome a new Head of Office towards the end of 2021.

Covid again caused disruption to planned in-person events and restrictions saw that the office St Andrew's Day reception was cancelled at late notice and the Burns Supper was moved online. Flexibility was again key in adapting to the prevailing circumstances for our events calendar. However, the first ministerial visit in over 2 years, that of Mr Robertson in March heralded a return to more normal practice.

2021/22 also saw the realisation of a long-term project with the Museum of Literature Ireland, timed to coincide with the Scottish Government's themed Year of Stories. The 'Literary Cities-Edinburgh' static exhibition will be on display at MOLI throughout 2022 and was launched in March. There are also 4 follow-up salon events featuring Scottish and Irish writers and musicians in what is a high-profile and impactful programme. Mr Robertson's visit also celebrated the ongoing progress of the Scotland-Ireland Bilateral Review and the many strands of cooperation between the countries. SDI Ireland has made invaluable contacts this year, despite the continuing challenges that Covid brought along. They will shape our work going forward and open up opportunities to Scottish companies. This year has allowed us to experiment, test out new methods and will shape how we deliver trade projects going forward. We look forward to making more face-to-face connections with stakeholders. SDI Ireland has developed clear and succinct market plans, identifying priority opportunities in agritech, digital health, fintech, life sciences, proptech and renewables which will lay the foundation for work to come.



REPUTATION

Objective – Promote Scotland, Scottish Artists and Scottish Produce through programme of virtual events

- **Achieved** - Online Burns Supper showcasing Scottish produce. The event was delivered in challenging Covid restrictions and was an innovative update from previous whisky tasting to have run the event live from a distillery in Dublin city. Blend of live elements, Scottish artist videos and cocktail-making all blended together for a well-received event.

- 1 in-person ministerial visit
- 1.4% Twitter engagement rate
- 3,449 Twitter followers, up by 26% compared to 2020/21

Objective - Deliver a high impact programme of cultural collaboration which contributes to the objectives of the Scotland Ireland bilateral review

- **Achieved** - MOLI collaboration and launch of 'Literary Cities – Edinburgh'. Year-long collaboration to do with Scotland's Year of Stories.

Objective - Increase social media following by at least 10%

- **Achieved** - Twitter followers up 26%. Raised profile of office further through 4 quarterly newsletters issued to network of key stakeholders.

Objective - Strengthen networks and the bilateral relationship by increased outreach to diaspora and political contacts

- **Achieved** - One high profile ministerial visit enhancing Scotland-Ireland relations. A first visit by Mr Robertson taking in 2 political meetings and celebrating the success of the Bilateral Review.

CASE STUDY

Cabinet Secretary for the Constitution, External Affairs and Culture Visit - March

A wide-ranging visit, the first by a Minister in over 2 years, took in the cultural aspect of Mr Robertson's portfolio as well constitution and external affairs.

- Addressed EU Affairs Joint Committee of the Oireachtas
- Met Irish Minister for culture, Catherine Martin
- Met Irish Foreign Minister, Simon Coveney
- Supporting communications plan executed
- Dinner engaging senior interlocutors
- Interview for Irish Times

Outputs

- Article in Irish Times outlining different approach on Ukraine of SG vs UKG
- Collaboration on culture, specifically the supported artist scheme. Learning will be shared in this innovative policy space in culture for shared benefit.
- Renewed focus and drive on bilateral review. Both ministers delighted with progress but keen to renew and refresh focus onto new areas such as climate change.
- Social media engagement at high levels. Comms plan was developed and executed.
- Strengthened links into Irish parliament/Oireachtas. Cab Sec offered to appear before committee again when independence plans were further down the line.



INTERNATIONAL TRADE

- **Objectives:** identify, develop and lead on strategic relationships that identify commercial opportunities and provide market insights for businesses within the science and technology sectors
- **Challenges:** working in a mostly digital setting with Covid restrictions in place for a lot of the year
- **What went well:** we embraced new ways of working and had success with digital meet-the-buyer events
- **What didn't go well:** fatigue amongst stakeholders for virtual engagement. Faced some difficulty in developing new relationships

- **44** companies supported
- **74** international trade opportunities identified
- Forecast international sales as a result of SDI support: **£6 million**

CASE STUDY 1:

Conversations around a potential **Scottish/Irish digital health event** surfaced in early 2021, after SDI Ireland had explored ways of reviving the Scotland-Ireland Health Partnership. Preliminary meetings were held with representatives from Scotland's Digital Health & Care Directorate and DHI to identify potential ways in which Scottish companies could engage with unmet health needs in Ireland. On 21st July 2021, SDI Ireland and the Irish Health Service Executive (HSE) hosted a **Digital Health Meet-the-Buyer Event for Scottish companies** with a strong interest in the Irish public health sector. The event included market awareness presentations and pitching sessions by **9 Scottish companies**.

In the aftermath of the event, the HSE remarked on the quality of the Scottish offering and expressed an interest in future collaboration with 7 of the 9 companies. However, two of the companies stood out for immediate collaboration – Waire Health and MyWay Digital Health. Since then, a **Living Lab** has been set up at Midlands Regional Hospital Tullamore to facilitate the pilot of Waire Health's vital signs monitor, while negotiations are currently underway with Wexford General Hospital for a pilot of MyWay Digital Health's diabetes monitoring platform. Both pilots have the potential to expand into a nationwide rollout.

CASE STUDY 2:

SDI Ireland works with many companies on a one-to-one basis. One that stands out is a **digital solutions company** offering something new into the Irish market, which involves a lot of conversations and education before it might be adopted. SDI has worked with this company over a number of months, carrying out research into who their potential end-customer would be in Ireland. Once the right people were identified in each company, SDI Ireland undertook the outreach on behalf of the company. We contacted **12 potential customers** in Ireland, which so far has resulted in **3 meetings**.

So far, we have arranged **3 meetings** for the company with 5 individuals to **discuss both the Irish market and opportunities further afield**. Feedback from the company has been very positive – they have found the meetings to be excellent and very constructive. The sales cycle for the company's product can take years to come to fruition, but they have gained valuable contacts in the market and further afield. There is more work to be done in convincing the other potential customers to agree to a meeting with the Scottish company – something we look forward to doing in the next financial year.



RESEARCH AND INNOVATION

- Royal Society of Edinburgh and Royal Irish Academy funded Ireland-Scotland Bilateral Network Grants on the theme of 'Revival, Resilience and Recovery: Cultural and Arts Sectors post-Covid-19'.

Objectives:

- To strengthen co-operation and learning between Scotland and Ireland through bilateral funding for joint projects;
 - To foster partnerships/networks within and beyond academia;
 - To encourage the initiation of new partnerships and/or the development of existing partnerships; To contribute to policy discussion in Ireland and Scotland in the specified thematic area
- Statement of Intent between Scottish and Irish officials on Higher Education cooperation with a view to improving student mobility between Ireland and Scotland post-Brexit.

- **2 online events** featuring Irish universities
- **Funding** provided to RSE/RIA

CASE STUDY

- Applications invited for the **Ireland-Scotland Bilateral Network Grants**
- Ambition of the Ireland–Scotland Bilateral Network Grants is to strengthen co-operation and learning between excellent researchers, academics and practitioners in Scotland and Ireland
- Jointly funded by Scottish Government and Department of Foreign Affairs
- **Awards up to £12,500**

- Projects due to be finalised and published
- Closer working between RSE and RIA
- Better links into research for SG and DFA
- Outputs to be presented and disseminated at events in Ireland and Scotland

INVESTMENT

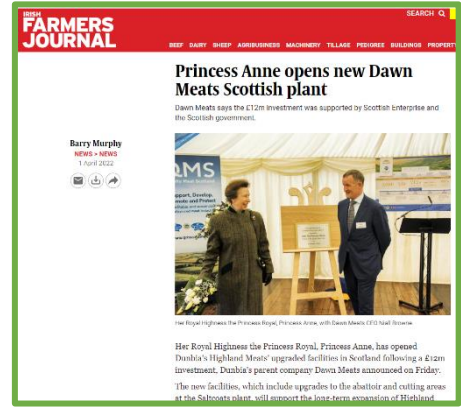
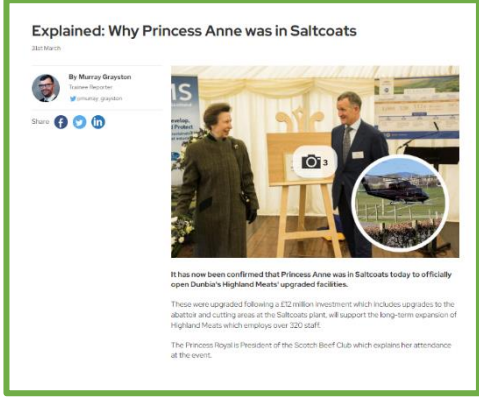
The attraction of inward investment from Ireland is led by the SDI inward investment team based in London. With a remit that also spans the rest of the UK, the team's objective is to engage with targeted Irish companies (both existing investors in Scotland and new prospects) aligned with the Opportunity Areas within Scotland's Inward Investment Plan to secure investment. However, 2021-22 was a challenging year given the adverse impacts arising from Brexit and the Covid pandemic and increasing competition from other countries and regions within the UK. Moreover, Covid restrictions prevented any travel to Ireland by the SDI London team, negating any opportunity to undertake face-to-face business engagement. With the opening up of international travel, and a small increase in the level of staff resource within the SDI London team, a resumption of proactive prospecting for inward investment in the Irish market is planned for 22-23.

- 1 inward investment project landed as a result of SDI support
- 20 planned total jobs
- 20 jobs created / safeguarded paying Real Living Wage
- Value of planned capital investment: **£613,000**

CASE STUDY

Dunbia is an extremely important food and drink investor in Scotland. They have a site in Saltcoats for meat processing. They have a close relationship with their account manager in Scotland who keeps them up-to-date on support available to them, including support around sustainable and environmental projects, financial grants that they may wish to apply for and any support they require around new projects they're considering at the site. A relationship is also supported by the Dublin office, including Dunbia in any events that are run throughout the year. This year, Dunbia received a financial grant from Scottish Government for an upgrade to their premises.

The financial grant given to Dunbia allowed for safeguarding of jobs as well as 20 additional jobs at the site, bringing total employment to over 320. The company were proud to announce the upgrade and Princess Anne officially opened the site in March. The company continues to have a strong relationship with their account manager, and we expect to see further investment by the company in the site this year.





SCOTLAND'S INTERESTS

The Global Scot network in country has increased and diversified in 21/22. We have added 5 new Global Scots, carrying out a range of activities from carrying out training for SDI staff members to producing a podcast episode. The Scottish Government office funded the Scotland-Ireland business-to-business network, Causeway and supported several events throughout the year with promotion and speaking slots. The office ran a webinar for sporting organisations and institutions in Scotland to learn from UNESCO chair in transforming people's lives through physical activity – several sporting bodies and national bodies represented.

- **12** GlobalScots in total
- **5** new GlobalScots recruited in 2021/22

CASE STUDY 1

Sport Webinar run by Munster Technological University as UNESCO chair of transforming lives through physical activity.

- **61** registered attendees from broad spectrum of sports bodies and organisations
- Pre-event and follow-up **surveys** undertaken
- A **recommendation** of the Scotland Ireland Bilateral Review
- Event run and recorded on Zoom

- Webinar material hosted on Active Scotland 'Actify' website
- **Follow-ups** with individual stakeholders and **new links** created between professionals
- **Video material and written material** from event produced
- **Increased awareness** of issue of human rights and Sustainable Development Goals garnered through feedback

CASE STUDY 2

Literary Cities Edinburgh – Static Exhibition

Museum of Literature Ireland launched the exhibition 'Literary Cities Edinburgh' in partnership with Scottish Government Dublin Office.

- **Launch event** in the museum
- Further **4 salon events** to be delivered throughout 22/23
- **Exhibition will run for 1 year** in MOLI
- Partnership ties in with Scotland's themed '**Year of Stories**'
- **Scottish produce** used at launch

Outputs

- Launch event to network of influential cultural stakeholders in Ireland in partnership with Embassy.
- Static exhibition will run in the museum for one year – **increasing profile** of Edinburgh/Scotland.
- Irish and Scottish writers connected and promoted through **4 salon events** in the year.
- **Promotion of Scottish produce** through pictures on social media of launch.

MEDIUM TO LONG-TERM IMPACT

2021/22 saw the beginning of **implementation of the Scotland Ireland Bilateral review**, a **5 year project** in the works since pre-pandemic.

The Joint Bilateral Review includes 41 recommendations across six thematic areas for which the Scottish Government has devolved responsibility, including Government to Government; Business and Economy; Community and Diaspora; Culture; Research and Academic; and Rural, Coastal and Island Communities.

The Review commenced with a consultative phase in Ireland and Scotland, led by the Irish Consulate in Edinburgh and the SG Office in Dublin. Numerous internal and external sessions were held with stakeholders, policy-makers, Global Scots, academics and think-tanks and many others involved in the Scottish Irish relationship. The feedback from these was then distilled down into the Review report and the recommendations.

It was launched in January of 2021 after being delayed by the pandemic and 2022 saw the first annual assessment of progress between Scottish and Irish ministers.

Almost 60% of recommendations were achieved in the first year of implementation, a fact championed by Minister Simon Coveney and Cab Sec Robertson at the first annual 'review of the review'. As well as the review itself, some of the longer term priorities that have come to fruition include;

- Engagement between Ireland's Department of Foreign Affairs and Scottish Government officials to share approaches to both diaspora engagement and gender issues in international development.
- Cooperation between Teagasc and Scotland's Rural College on the role of Digital Technology in securing a green rural economy

This sharing of knowledge and best practices captures well what the Review is intended for – improving outcomes in both countries by mutual learning. More longer-term goals and recommendations delayed by the pandemic will continue to be implemented into the future.

LESSONS LEARNED FOR 2021/22

Our contacts suffered from gradual burn out for online events, so we had to be creative and organise interesting events in order to entice our contacts to attend. People continue to value face to face contact for relationship development. We are looking forward to doing more of this this year. Although we have recruited some amazing GlobalScots throughout the pandemic, digital outreach has somewhat slowed down our ambitions. We're looking forward to broadening and diversifying our GlobalScot network.

Scotland House Brussels

CONTEXT FOR 2021/22

Scotland House Brussels brings together Scottish Government and Scotland Europa colleagues. We are an integrated and diverse team, drawing on expertise and experience from across Scotland, and supporting Scotland's economic and diplomatic interests at the EU level; underpinned by a rich programme of cultural promotion and policy events.

Scotland House Brussels is at the forefront of maintaining Scotland's meaningful contribution and collaboration with Europe. We promote Scotland as an innovative, outward-looking, and progressive nation with much to offer. We protect and promote Scotland's interests and values with the EU and across Europe and enhance Scotland's international collaboration using our collective networks, insights, and expertise – working as a trusted and engaged partner to Europe.

The past year has seen a considerable focus placed on COVID-19 recovery (both in Scotland and in the EU), implementation of the Trade and Cooperation Agreement (TCA) and the hosting of COP26 in Glasgow - plus the subsequent agreement of the Glasgow Climate Pact. In parallel we have followed and promoted strategic developments in Scotland, including the new National Strategy for Economic Transformation and Scottish Enterprise work on a new approach to innovation. The UK-EU relationship has impacted our ability to engage at the European level: as a region of a third country, access to information and direct engagement is more difficult. While there is now more clarity and structure across the relationship as a whole, some uncertainties remain, such as the possibility of the UK's association to the Horizon Europe programme.

REFLECTIONS

This has been a busy and successful year for Scotland House Brussels, highlights include:

- Excellent cross-team working to deliver the 'Road to COP 26' programme of events in advance of COP 26, and during the Conference in Glasgow to facilitate senior ministerial meetings and events. The 'Road to COP 26' SHB series included three successful online events 1) on energy & the role of innovation on Scotland's islands, 2) a high level roundtable on just transition and 3) a well-attended webinar on the importance of peatlands. At COP we facilitated high profile bilateral meetings between the First Minister and her wider ministerial team with senior EU officials including Commissioners and representatives from Member States. These meetings provided opportunities to explain and showcase Scotland's ambition and strong track record on tackling climate change. We also delivered a successful Members of the European Parliament (MEP) Reception, hosted by the Cabinet Secretary Angus Robertson and Minister for Green Skills, Biodiversity and Circular Economy Lorna Slater.
- Delivery of more than 20 online and hybrid events including virtual ministerial visits and Scotland Europa Members meetings. We have developed a strong reputation at hosting hybrid events and bookings of our conference centre have subsequently increased. Our delivery of events and engagement has been supported by the first joint Scotland House Brussels communications strategy – streamlining and embedding communications throughout all our work. We ran several successful communications campaigns throughout the year in particular around EU thematic weeks such as Research & Innovation and Green Week.
- We have prioritised team learning & development and wellbeing during the ongoing pandemic.

The challenges of COVID-19 have continued to impact the ways in which we deliver services and develop relationships and networks. Restrictions across Belgium were strict during the pandemic, with three lockdowns and mandatory home working for large parts of the year. This meant that office protocols were constantly reviewed and updated based on the latest local rules – we introduced a hybrid working system when it was allowed. 'New ways of working' were developed, to cater for virtual (and in limited cases hybrid) events, Ministerial engagement and even how we use Scotland House Brussels. There have also been a number of personnel changes across all parts of the team, including at senior management level.



REPUTATION

Over the past business year, we have:

- Hosted a total of **17 virtual, hybrid and in-person events** covering a range of topics from COVID-19 recovery, to just transition. Given COP 26 and Scotland's ambition on net zero, these topics featured as a focus in seven of our 17 events; **attracting over 400 external guests.**
- Organised over 20 Ministerial engagements – primarily online and hybrid meetings. These provided opportunities to introduce new Ministers to key Brussels contacts and showcase Scotland's expertise by having Scottish Ministers participate in EU events & panel discussions.
- Introduced the first-ever joint Scotland House Brussels communications strategy and suite of accompanying products - to **embed communications in all aspects of work.** This approach successfully delivered an effective plan for EU Green Week, where our content generated a **1.3% engagement rate and 32k impressions** in total – an average of 6.6k per day. As such, we were able to penetrate a busy policy space and showcase Scotland's policy and practical actions in this area.

Twitter - @ScotlandEuropa

01 APR 2021 – 31 MAR 2022 – 280.3k impressions period with an average of 772.75 impressions per day and 1.3% engagement rate. Breaking this down, it equates to 1153 likes and 549 retweets.

LinkedIn – Scotland Europa

In the past business year, 2,564.9% increase in page views (amounting to 1,864 in total, with 780 unique visitors), 9,287.5% increase in reaction to content uploaded (751 reactions, 18 comments and 159 shares) 4,862.5% increase in followers (397 followers)

Twitter - @ScotGovBrussels

As of 31 March 2022, the account had 3819 followers – an increase of 378 in the past business year. The @ScotGovBrussels received a total of 3,083,961 impressions over the period of 1 April 2021 to 31 March 2022, with an average engagement rate of 1.4%.

CASE STUDY 1

Strong engagement with the Friends of Scotland (FOS) Members of the European Parliament Group. We hosted the first FOS Plenary session in July with the newly appointed Cabinet Secretary for Constitution, External affairs and Culture Angus Robertson. We issued 4 SHB newsletters to the group and 3 bulletins on the core policies of biodiversity & the role of the Edinburgh Declaration, a vision for trade and on Erasmus.

Prioritising engagement with the FOS group has resulted in returned interest in our work and priorities, as well as an increased willingness to meet with Scottish Officials and Ministers. We convened more than 10 Ministerial bilateral meetings with the members and included them as a core part of our COP 26 MEP reception in Glasgow. Membership over the period has also grown, with a 10% increase in the past year.

CASE STUDY 2

We have hosted more than **20 successful online & hybrid events and visits.** Over this period we have boosted our capacity and capability to deliver these events – including purchasing new IT equipment, training for the whole team and trialling a number of web-hosting platforms. We have developed new ways of maintaining engagement with our Brussels networks and stakeholders, including through the use of online cultural and policy related outreach. This included an online St Andrews Day lecture, virtual whisky tasting and social media communication campaigns.

The delivery of our successful online and hybrid of events has maintained and increased our reputation as a valued partner in Brussels, examples of events delivered include: 'The Road to COP26' series and the Royal Conservatoire of Scotland events. We have also had an increase in bookings in our event space – with a range of stakeholders wanting to use our facilities and expertise; with overwhelming positive feedback from our external audiences. The learning and experience of the team has increased throughout the year and we have delivered a number of team building and wellbeing activities in hybrid format.



INTERNATIONAL TRADE

2021 – 2022 was a significant year for Scotland-EU trade. We saw the end of the Transition Period and the beginning of trade and investment relations under the terms of the EU-UK Trade and Cooperation Agreement. The ongoing political tensions between the EU and UK concerning the Northern Ireland Protocol and uncertainties around import controls in the UK have been challenging, and so we have been working hard to ensure Scotland remains an attractive destination to invest and to promote export opportunities for Scottish companies.

- As part of the ITP2 project, 16 companies from the Forth Valley and Perthshire Chambers of Commerce engaged in a virtual trade mission to Belgium from 27-28 October 2021.
- We worked with SDI, Fintech Scotland and DIT in the British Embassy Brussels in the virtual Fintech Mission to Western Europe on 3 March 2022. This resulted in five Scottish Companies being selected to participate.
- We also engaged in reporting and promoting resources to support companies to navigate the changes created by the new trading regime, including a structured webinar programme jointly sponsored by British Chambers of Commerce and Flanders Investment & Trade on exporting to Belgium post end of the Transition Period.
- We supported DITI's work in Scotland by escalating evidence on specific trade concerns to EU stakeholders and reporting on outcomes from the specialised Trade Committees established under the EU-UK TCA. Further developments supported the EU-Scottish trade environment, notably the EU-UK sanctions against Russia/Belarus.

- **17 companies** supported
- Forecast international sales as a result of SDI support: **£2 million**

CASE STUDY 1

From 22-26 November 2021, **the ports of Antwerp and Zeebrugge held a joint trade mission to the UK** intended to strengthen UK-Belgium shortsea and ro-ro links. This was important given the pending merger between Antwerp and Zeebrugge which will make the newly named Port of Antwerp-Bruges one of the largest breakbulk ports and the largest port for the throughput of vehicles in Europe. Following engagement by Scotland House Brussels with the UK-Trade Development Director of the Port and the Flemish Government, the programme was designed to include a one-day visit to Edinburgh on 22 November including a bilateral meeting between Minister President of Flanders, Jan Jambon, and the First Minister.

While the purpose of the mission was to promote Antwerp and Zeebrugge ports as an international maritime gateway for trade, it also presented an opportunity to collaborate with Scottish counterparts on decarbonisation, fuel transition, digitalisation, and skills. In discussion with DITI and SDI colleagues, we organised a visit for the delegation to INEOS in Grangemouth while Derek Knox, Senior Port Manager of Forth Ports took part in a panel discussion on future proof ports. Strong engagement with the Flemish Government in this and other programmes has been influential in the decision of the Flemish Government to reopen its Flanders Investment and Trade office in Edinburgh, expected by the end of 2023.

CASE STUDY 2

The team attended **Belgian Offshore Days conference in Oostende**. We talked with a wide range of delegates about Scotland's ambitions for offshore wind and hydrogen, including the recent ScotWind announcement. 'ScotWind' will allow us to become a major exporter of clean energy and is a programme through which we can highlight Scotland's expertise in this area.

The team attending heard from Belgian Energy Minister Tinne Van der Straeten and her team about Belgium's plans to accelerate offshore wind deployment and become a leader in hydrogen technology. The Clean Hydrogen Partnership outlined Belgium's plans to support delivery of the EU's Hydrogen Strategy. It was clear there remains huge potential for collaboration with European partners and we are planning further engagement in this space.



RESEARCH AND INNOVATION

2021 – 2022 has been a busy year for research and innovation (R&I). Whilst the UK's proposed association to Horizon remains unresolved, the team have worked hard to maximise existing opportunities for Scottish partners and communicate changes at an EU level – in particular the launch of the Horizon European Programme this year

- We have worked **to showcase Scotland's expertise in R&I**, working directly with universities and our networks to **ensure Scotland remains a potential partner** in future EU projects (depending on the outcome of the political negotiations on Horizon).
- In May 2021, we hosted an event with the University of Strathclyde, Scottish Universities Physics Alliance, Technology Scotland, Heriot-Watt University, Fraunhofer and the European Commission; **sharing Scotland's strengths and capabilities in photonics and quantum technologies**. The event was well attended and extended our networks with potential partners.
- We have maximised opportunities for Scotland during EU Research and Innovation Days – with senior officials speaking at panel events – including the Head of Scotland Europa presenting on behalf of the ERRIN network at a European Commission/Committee event highlighting the **importance of the ecosystems approach for the European Research Area**. In parallel to the work on events, we ran dedicated communications campaigns to showcase Scottish projects and our expertise & capability on R&I.

- Successful EU funding approvals to Scotland for 2021/22 financial year amounts to €7,955,397 / £6,710,378*
- Numerous capacity-building events with universities and organisations

NB. Due to ongoing issues surrounding UK association to Horizon Europe programme, majority of this funding has not formally been signed off

CASE STUDY 1

The team have built capability and capacity around the Horizon Europe programme, – **maximising existing opportunities available to Scottish stakeholders** and explaining where limitations are, under the current uncertainty. Resource has focussed on explaining and supporting future funding opportunities. We have been reviewing several applications to Horizon Europe within the team, supporting direct bids from Scottish stakeholders for significant R&I funding.

Despite uncertainty around UK association to the programme, we have positioned Scotland a reliable and knowledgeable research partner to our European colleagues. We have delivered a large number of capacity building sessions including for the University of Aberdeen, University of the Highlands and Islands, University of Edinburgh and the Scottish Funding Council. We also delivered a public information session on the Horizon Europe Missions, a new aspect of the programme.

CASE STUDY 2

As part of our Road to COP26 series, we hosted an online event focused on **islands and rural communities and their transition to net zero**. With an excellent panel of speakers from the Croatian Ministry of Economy and Sustainable Development, The Glenmorangie Company (a member of the Scotch Whisky Association) and the Orkney Islands Council, the event showcased innovative work these organisations and companies are doing to ensure they are supporting their communities transition to net zero and the importance if not leaving these communities behind in the journey to net zero.

We delivered a successful event with over 70 attendees and established contacts with Member States, the EU institutions and wider stakeholders. This event was part of our 'Road to COP26' series and achieved our goal of showcasing Scotland and promoting the upcoming conference in Glasgow. The event provided an opportunity to continue work on these themes with our other partners – e.g. rural regions of the Nordics, to explore how we can further share and exchange knowledge and learning.



INVESTMENT

Key developments in the investment space include:

- Representatives of Scotland House Brussels joined colleagues in Scottish Development International at the **Belgian Offshore Days conference** in Oostende in March. The team talked with delegates about Scotland's ambitions for offshore wind and hydrogen, held a Whisky tasting event and actively promoted the recent ScotWind announcements.
- The **National Strategy for Economic Transformation (NSET)** became a key aspect of our work following its publication 1 March. The strategy will guide our work over the coming decade, supporting discussions with European colleagues on areas of common interest in this space.
- As we have started to return to in-person events in Scotland House Brussels, we have used this opportunity to **maximise use of Scottish produce at all of our events**; showcasing various delicacies and drinks to our European colleagues and encouraging investment in the sector.

CASE STUDY 1

We have been an active member of the Vanguard Initiative (VI) this business year, participating at all levels including policy influencing, communications, and via management at the Board level, providing strategic direction at Director and Ministerial level. Colleagues from both the Scotland Europa and Scottish Government teams were involved with network activities this year, working to ensure that Scotland fully benefits from membership and our stakeholders can share best practice and learn from our European partners in order to boost regional innovation eco-systems.

Through our active role and leadership in Vanguard, we have maximised opportunities for Scotland and our stakeholders. We have delivered a number of tangible outputs, including the design and delivery of the financial reserve call, resulting in a new pilot call – which Scotland was then able to benefit from. We were able to work with VI partners to design a hydrogen pilot proposal, which was approved by VI General Assembly on 19 May 2022. The pilot aims to foster interregional collaboration, to accelerate the development of a hydrogen economy in Europe.

CASE STUDY 2

In January of 2022, alongside VisitScotland, we hosted a webinar on responsible tourism in Scotland. We secured a strong panel including Emma Macalister Hall, Beinn an Tuirc Distillers; Samantha Faircliff, The Cairngorm Brewery Co. Ltd.; and Caroline Millar, The Hideaway Experience Limited. Panellists spoke about the steps their businesses are taking to be more sustainable. One of the key messages of the session was that supporting the local economy and creating high quality local jobs supports the overall economic development of communities across Scotland.

We delivered a successful webinar with over 85 attendees, showcasing the innovative work Scottish food, drink and tourism businesses are doing to achieve net-zero. There was good attendance from regions across the EU and national partners. As a follow up to this event, we were asked to present on Scotland's responsible tourism work to the Commission during the ERRIN Tourism and Cultural Heritage Working Group. This enabled us to reinforce our messages around how investing in the Scottish tourism sector is not only good for the economy, but for the planet and people too.



SCOTLAND'S INTERESTS

We have continued to work closely with our key networks here in Brussels to ensure that Scotland's interests and priorities are promoted. We have delivered more than 20 online Ministerial visits and hosted the ERRIN Annual General Meeting in Scotland House Brussels, in hybrid format, utilising the skills & software we have developed.

Our main challenge this year was the continuation of largely virtual working, which meant that SHB had to continue to deliver our policy and cultural events online. Some of our online events included:

- **EU Hydrogen Week:** Mr Matheson, Cabinet Secretary for Net Zero, Energy and Transport, spoke as a core part of the official Commission programme.
- **European Week of Regions and Cities:** we supported Highlands and Islands Enterprise to deliver the sixth edition of their joint event with the Northern Sparsely Populated Areas Network, and Mr McKee, Minister for Business, Trade, Tourism and Enterprise, gave opening remarks during a session co-organised with the Vanguard Initiative.

- Scotland House Brussels has hosted more than **20 virtual and hybrid Ministerial events and visits** over the reporting period.
- Scotland House Brussels is an **active member of ERRIN, Vanguard Initiative and EURADA**, as well as being **linked to 90 other networks** through Scotland Europa members.
- **5 GlobalScots** in total – **1 new GlobalScot** since 2020/21.

CASE STUDY 1

We hosted **two successful virtual Ministerial visits in January** (24 – 27), whilst these had been planned to be in person we adapted the programme and format based on evolving Covid 19 restrictions. We secured ambitious programmes for both Ministers – meeting a broad range of Brussels stakeholders. Cabinet Secretary for the Constitution, External Affairs and Culture Angus Robertson and Minister for Culture, Europe and International Development Neil Gray met Members of the European Parliament (MEPs), senior officials in the European Commission and representatives from Member States.

The virtual visits provided an excellent opportunity to showcase and explain Scotland's priorities & values. Ministers established good relationships with key stakeholders, engaging strongly with the Friends of Scotland Members of European Group – a group of 41 MEP's from across Europe. We have been able to build on the relationships established during the virtual visits to advance policy developments – for example on Arctic policy, where Scotland was invited to be a key speaker at a recent EU Arctic event.

CASE STUDY 2

We ran several coordinated communications campaigns to **digitally engage with our European colleagues**. Policy and communications colleagues from across the office worked together to create social media content plans for EU Green Week, EU Research and Innovation Days, EU Week of Regions and Cities and EU Sustainable Energy week; ensuring that Scotland's expertise and experience were well showcased. A huge amount of resource from our team, as well as from teams in Scotland, was needed to make this a success.

EU Green Week saw a 56% increase in page visitors to our LinkedIn profile, as well as an engagement rate of 1.3% on Twitter. Other thematic weeks saw similar increases, with our engagement rate fluctuating between 1.3% to 1.9%. We also received some great interactions on our tweets from the European Commission, other regional offices, as well as Scottish stakeholders, including SE, SG and Scotland Europa members. In the absence of in-person engagement, this has been a great way to continue promoting Scotland's interests.

MEDIUM TO LONG-TERM IMPACT

COP26 took place in Glasgow during November 2021. The Scotland House Brussels team were heavily involved in work both building up to COP26 and delivered during the event. This ranged from our own online events series 'Road to COP 26', to supporting our colleagues in Scotland to deliver the best conference possible – securing high profile meetings with the EU and European Ministers. The work on COP26 took a significant amount of time for staff in Brussels, but the work had a positive impact, and the team contributed to the successful delivery of a major global climate conference.

Our Road to COP26 series of events, which were designed to showcase Scotland's expertise and raise awareness around COP26 to Brussels based partners and colleagues began during the 2020 – 2021 business year. The series began with an event focused on just transition and the work that Scotland is doing to deliver on its ambitions of a just and fair transition to net zero across all of Scotland, and globally.

In September 2021, we hosted an event on nature-based solutions for peatland restoration, with speakers from NatureScot, Natural Resources Institute Finland, and DG Environment. Andrew Millar, Chief Scientific Advisor for Environment, Natural Resources and Agriculture, Scottish Government, moderated. In October 2021, we hosted our final 'Road to COP26' event, which focused on islands and rural communities and their transition to net zero. With speakers from the Croatian Ministry of Economy and Sustainable Development, The Glenmorangie Company (a member of the Scotch Whisky Association) and the Orkney Islands Council, the event was a great success, and helped to build interest in the final weeks leading up to COP26.

We were also delighted to be able to support our colleagues in Scottish Enterprise to deliver their digital programme at the Lighthouse in Glasgow during COP26. SHB helped to develop the programme itself, ensuring the

digital content seen by those attending the conference virtually was the same as those attending in person. This ensured key messaging focussed on Scotland's commitment to net zero was given to anyone attending a Scottish Enterprise event during the conference. The team also supported the building of Scottish Enterprise's virtual exhibition hosted by the Climate Action Project. We have received some very positive feedback from our colleagues in Scottish Enterprise thanking the team for their support in delivering the digital aspects of the conference and the Lighthouse programme.

Across the office, we jointly worked to ensure high-level EU VIPs attended key events taking place in Scotland during COP 26. This included a high-level reception for European Parliament delegates who attended COP26 – hosted by the Cabinet Secretary and attended by a broad mix of senior stakeholders. Other notable achievements were a number of First Minister bilateral meetings, including with Timmerman's Cabinet.

Adrian Gillespie, Chief Executive of Scottish Enterprise, delivered this year's St Andrews Lecture, "A Fairer, Greener Scotland – the role of innovation in building a planet fit for future generations." The lecture was another key part of our COP26 work, as it took place directly after the end of COP26, and was the first opportunity Scotland House Brussels had to mainstream our climate messaging.

In such a key moment for climate the environment, and for Scotland, Scotland House Brussels was delighted to be able to play a role in supporting both the digital, and in-person delivery of COP26. The work on COP26 began before the 2021-2022 business year, and the work on the legacy of COP26 will continue in to the next business year. The medium-to-long term impact of this work is clear to us – the team was able to support in the build up to, and delivery of, COP26, promoting the conference and events taking place in Scotland to our European friends and partners. The COP26 work will continue to have impact as we move through the legacy phase, working to promote the Edinburgh Declaration, the Glasgow Climate Pact and Scotland's wider net zero commitments to our European partners.

LESSONS LEARNED FOR FY 2021/22

Collaboration on COP26 outreach and engagement – strong collaboration between Scottish Government and Scotland Europa teams in Brussels, helping deliver a successful hosting of the conference in Scotland. Highlights included the reception at COP for the European Parliament’s official delegation, as well as the delivery of a wide range of Ministerial engagement with European stakeholders promoting Scotland’s contribution to addressing climate change – for example, the First Minister met Belgian PM Alexander de Croo, as well as European Investment Bank President Hoyer. The success of our joint work on COP26 will inform our future collaborative projects.

Joint and individual objectives – a new approach taken within our team, this can be considered an overall success. In identifying both individual objectives (for Scotland Europa and Scottish Government teams respectively) as well as shared objectives, this allowed us to better determine clear roles and responsibilities, areas of overlap and opportunities to work together efficiently. Such an approach allowed each team member to better understand their own roles and responsibilities within the wider team context which, in turn, contributed to an effective delivery of our 2021-22 Business Plan. Going forward, we have taken stock of what worked well and what could have worked better and aim to replicate and improve our strategy going into the next business year. This will include a continuation of the joint/individual objective planning but call upon a larger drafting team when it comes to drafting the business plan.

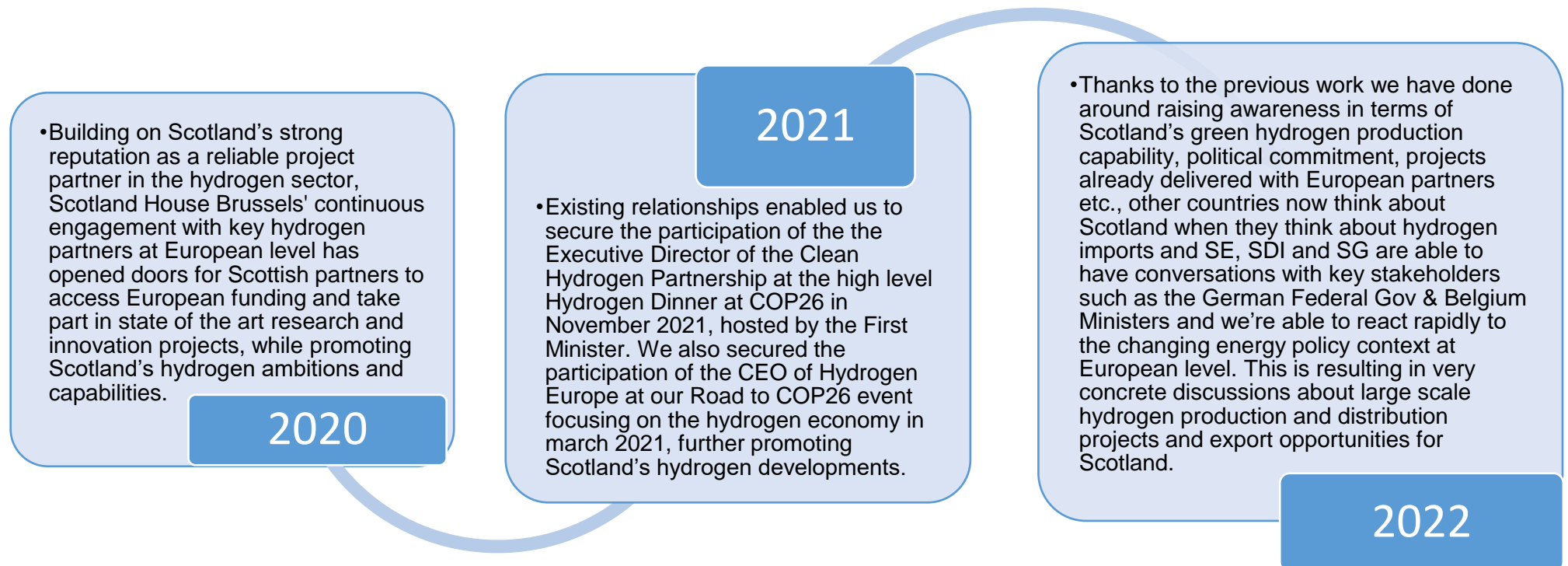
Shift to hybrid working – with the in-country restrictions imposed by the Belgian government related to the ongoing COVID-19 pandemic changing frequently over the past year, our ability to adapt to a hybrid working environment has been challenging. The constant change in rules/regulations related to in office working has had a particular impact on our work, necessitating frequent changes in office protocols, introduction of new software and technologies and some trial and error to determine what works best. For example, we have learned how to best host hybrid events, such as

our Members Meetings and general policy/cultural events, as well as developing smaller scale interventions such as an office booking system. As mentioned above, our online events have received positive feedback, with colleagues in Brussels and beyond encouraging us to keep events accessible via the hybrid format.

Joint SharePoint and Teams – drawing upon lessons learned in previous years, this year Scottish Enterprise and Scottish Government colleagues have merged our online SharePoint and Teams to facilitate enhanced cooperation during hybrid (and non-hybrid going forward) working periods. As a result, alongside the integration of tools such as Mentimeter and Trello, this has allowed Scotland House Brussels to effectively deliver engaging and collaborative online meetings and events and is definitely something we hope to build upon and perfect as hybrid working/events become the norm.

Scotland House Brussels – Medium to long term impact in hydrogen

Scotland House Brussels has a long history of engaging with the European Commission and the Commission's Partnership for hydrogen (formerly Fuel Cells and Hydrogen Joint Undertaking, now Clean Hydrogen Partnership), especially around the delivery of EU-funded hydrogen projects in Scotland.



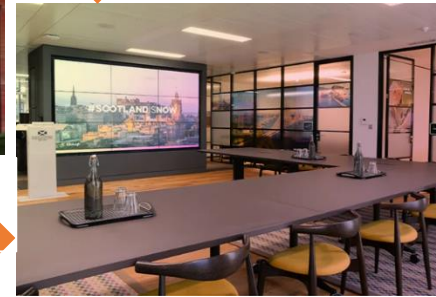
Scotland House London

CONTEXT FOR FY 2021/22

Scotland House London (SHL) is a unique collaboration between Scottish Government, Scottish Enterprise (including Scottish Developmental International), VisitScotland & Highlands & Islands Enterprise - the four partners. It provides a place for businesses and organisations to network, work, do business & stage events in order to driver their growth; it is the permanent base for staff from Partner organisations in London, & is used to support trade & investment, strengthen government to government relations, & facilitate collaboration on research & innovation projects. SHL provides the platform through which we collaborate to showcase the best of Scotland to key London & international audiences.



Shared premises with Nesta and UKRI



REFLECTIONS

We reopened SHL on a voluntary basis to staff on 30 August 2021 following a rigorous consultation period with Safe & Secure Workplaces & Occupational Health Teams to ensure that we met the requisite criteria to warrant a CoVid safety certificate. This involved producing standardised working protocols for staff, health & safety & risk assessment checklists, & a maintenance checklist to ensure that the infrastructure of the building meets safety standards.

To mitigate the risk of Scotland House being excluded as London started to open for business and to effectively engage with Scottish businesses in raising their investment opportunities in London, connecting them with London's capital & corporate investment communities & with strengthening ties with the wider diplomatic community, we sought & received Ministerial clearance to reopen the events space in SHL by using the existing CoVid measures in place for reopening the office plus enhanced measures based on local guidance published by BEIS, in order to provide extra safeguards to staff & attendees.

CoVid had meant that membership services ceased and moved to a free online service. When we reopened, we effectively had to start from scratch. By engaging through email, survey and social media, we were able to promote the service to former members and new businesses, so that by the end of 21/22, our membership had **grown to 68**. Pre-Covid (March 2020) Membership numbers were 161.

Net budget of £1.623m which pays for:

- Total operating costs of SHL including facility & staff costs (16 staff) with responsibilities covering: UK, EU & International relations; Economic Diplomacy including activities in support of Scotland's trade, investment & research & innovation objectives; & operations & events.

- Through SHL membership we provide a co-working space used by businesses & organisations to hot-desk, hold meetings & events which generates income which we use to offset against our operating costs.

- The budget also supports a full programme of networking, cultural, trade & investment & research & innovation focussed events. For example, Vision for Trade Event and EU Ambassadors reception.

REPUTATION

KEY RELATIONSHIPS STRENGTHENED / FORMED WITH:



Objective: To promote Scotland as a place to work, live and visit, as well as enhancing and increasing sustainable economic growth for Scotland through access for Scottish companies to the SHL membership hub. We did this through showcasing Scotland's rich culture, food and drink to audiences in London and across the world. A key achievement in this was hosting our first event outside of our event space for St Andrew's day, which allowed us to engage with a larger diplomatic audience and showcase a wider range Scottish food and drink.

- **Diaspora Engagement:** Partnered with the Scottish Business Network to host a hybrid Emerging Scots in London event in March, which featured a panel of Scottish University alumni officers. This resulted in further engagement with a number of Scottish universities, which has resulted in securing a number of visits and events through the year.
- **Cultural Promotion:** Partnered with The Royal Conservatoire of Scotland (RCS) to develop and deliver Hope Springs Eternal, a new series of original digital performance that focused on the themes of climate, nature and resilience which were released monthly on twitter on the run up to COP26. RCS were able to submit the performances to COP26 and secured a special concert titled Hope Springs Eternal – A Sonic Landscape, which was performed at the COP26 Green Zone.

1.4% Twitter engagement rate

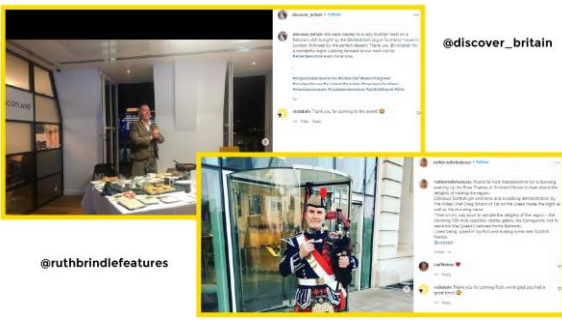
430 new Twitter followers

115 business meetings

8 universities secured as members

Over 580 hub visitors

17 in-person/hybrid events



"In a year of reflection, & focused on the goals of COP26, the special partnership between RCS & Scotland House has delivered a multi-disciplinary programme of new works from the community of young artists at RCS"

- Professor Jeffrey Sharkey, Principal of the RCS

CASE STUDY

SHL prioritised enhancing Scotland's reputation through online and in person events by ensuring that all the events we hosted had a bespoke Scottish offering including: food and drink, music, culture and sport. We achieved this through working with partners including **The Royal Conservatoire of Scotland** and **Live Music Now Scotland**, and developed relationships with a number of food and drinks suppliers.

Result: We have been able to showcase food and drink at all of our events and supported our one of our members Visit Aberdeenshire with an event aimed at the tourism and the influencer market in London to promote Aberdeenshire as a place to visit. We worked with visit Aberdeenshire to develop the programme for the night. We identified drink suppliers and caterers who were able to supply Scottish produce and cooking equipment to allow for the Kilted Chef to do a cookery demonstration. This event was a huge success for Visit Aberdeenshire who managed to secure attendance from Discover Britain and a number of travel publications who promoted the event on social media.



INTERNATIONAL TRADE

KEY RELATIONSHIPS STRENGTHENED / FORMED WITH:

aerl



LONDON CHAMBER
COMMERCE AND INDUSTRY

Our objective in this area was to support the delivery of the Export Growth Plan through the network of Economic and Trade attaches based in the London embassy network. A key achievement through this was we were able to develop one to one relationships in Embassies featured in the plan and also with the Association of Economic Representatives London (AERL) which allowed us to develop close working relationships and host an event in March 2022 promoting the Trade Vision with the Minister for Trade. A key challenge for us in this area is that SDI do not directly support international trade through the London office.

CASE STUDY 1



We had already established good working relationships with the **Polish Embassy's** Economic Team and had prior engagement with them on issues such as trade and investment. Through these links the Polish Embassy reached out to ask for SHL's support in facilitating the visit of a Polish Trade Mission to Scotland in May. We met them on 10 February in SHL to discuss how we might support the potential delegation's visit as well as a range of other issues. When feedback this discussion to our colleagues in DITI so they could take forward key actions resulting from it and provide further assistance.

The outcome of this is that a trade delegation from Poland visiting Scotland to undertake a range of engagements including with the Chambers of Commerce, hosting a Business Forum and Ministerial engagements. Engagements of this nature help support the Scottish Government's objectives around our Export Growth Plan and also our Trade Vision.

- Engaged with **over 40** Trade & Economic Embassy Attaches
- Strengthened collaboration with SBN, London Chamber of Commerce and City of London
- **Over 15** meetings/events through which we facilitated opportunities for international trade

CASE STUDY 2



We coordinated Minister Ivan McKee's evening reception themed "Scotland's Vision for Trade." The event emphasised the Scottish government's progress following publication of the Vision for Trade (VfT) report in 2021, followed by an open Q&A session. The **Association of Economic Representatives London (AERL)** co-hosted the event. Paul Taylor, the recently designated Trade & Investment Envoy for Capital Investment, spoke in support of Scotland's VfT. Together with DITI and SDI partners, a broader engagement programme for the Minister was devised for the day to meet with high-level stakeholders.

The event allowed Mr McKee to meet with foreign diplomats from **over 30 countries**, reinforcing our trade ideals and principles. This event also showed the Minister's ability to interact on the VfT and capitalise on COP26's momentum. Mr McKee met priority countries including **Canada, New Zealand, Poland, and the EU Delegation to the UK**, and follow-ups have since been created. Such engagements show how diplomacy may be used to build the connections needed to achieve the Scottish Government's trade goals.

RESEARCH AND INNOVATION

London is a hot bed of innovation, presenting an opportunity to connect Scottish companies, universities and Innovation Centres with innovation opportunities from potential customers and partners in London. Our objectives for 2021-22 centred around showcasing Scotland's strengths, at a strategic level and across the Opportunity Areas within the Inward Investment Plan such as renewable energy, Digital Financial Services, Software & IT, tech and Space by continuing to improve the effectiveness of Scotland House allowing these stakeholders to promote their capabilities and strengthen or develop partnerships in London. We also sought to build the relationship with UKRI and support effective engagement by relevant organisations and businesses in Scotland. Progress on these objectives has been limited and hampered by staff shortages not allowing us to invest sufficient time in engaging with businesses or staging innovation related events.

*In 2021-22, England Headquartered businesses were supported through a total of over **£22m** of Scottish Enterprise R&D grant support, leveraging in excess of a total of **£89m** in business expenditure on R&D (BERD) in Scotland.*

These included businesses involved in many of the opportunity areas defined within Scotland's Inward Investment Plan such as Energy Transition and IT & Software.

CASE STUDY 1

ENTOCYCLE

Entocycle is Britain's biggest start up in Insect farming and is planning on a **£22 million** Series A with **£5.2 million** already secured. They wanted to set up a fish and pet feed production facility in Scotland to further develop their Black Soldier Fly protein production source utilising waste products in a variety of the Food and Drink industry. This fits in with Scotland's focus on the circular economy and industrial biotechnology.

59 new jobs, of which **20** of them will be R&D roles. This will enable a potential new source of fish feed in the Salmon industry whilst playing an important role in the circular economy. Further benefits could include making Scotland a pioneer in the nascent Insect farming business.



CASE STUDY 2

NXP

NXP currently employs around **130** staff at the East Kilbride site and is at the forefront of automotive microcontroller development within the global NXP R&D community.

Scottish Enterprise supported NXP relocate to fit for purpose premises designed with enhanced facilities, which allowed NXP software security operation to co-locate. This was part of a medium-term strategy to bring together a unique combination of skills within the NXP group; that of automotive microcontroller design coupled with the highest-level software security development.

The current R&D Grant project is the initial vein of work that results from this skills combination and is a strategically important project for this site. With future technologies such as driverless vehicles soon to be a reality, higher security within vehicle technology is paramount to prevent hackers and potential threats from global conflict.



2 new jobs, a total of **£3,033,612** invested in the East Kilbride site and a grant of **£825,087**. Whilst the job number may seem initially low, what the new investment has enabled is that future projects in security will be done in the Scotland site. This has added advantages of increasing domestic productivity and encouraging future technology companies in autonomous automotive to Scotland.

The site recruits graduates of the highest calibre from local Universities, particularly Strathclyde and is actively involved with Skills Development Scotland to recruit both Graduate and Foundation level apprentices. It also contributes to STEM outreach and is proud of its long history of community involvement in East Kilbride.

INVESTMENT

As a priority market, targeting **inward investment** from the rest of the UK (rUK) is a team effort involving staff across SDI's Global Investment team and other Scottish agency partners, with the London Hub playing a central role in that. Faced with the challenges of the adverse impacts on FDI flow arising from Brexit and the Covid pandemic, and increasing competition from other countries and UK Regions, we successfully adapted our approach (inc. through digital) to reflect the hybrid, home and office based, work models of both our own team and our customers. Our **capital investment objectives** are to:

- Establish a process for getting Scottish companies promoted to and funded by international investors
- Establish a strong network of investors out with Scotland and a pipeline of companies
- Promote investor-ready companies to our investor network and help them secure investment

Goals: **1.** Continue building relationship with investor-ready companies and promoting them to our investor network, and **2.** Engage with key investor contacts strategically to bring bigger opportunities in bulk (vs transactional deal-by-deal approach).

CASE STUDY 1

January 2022: **Joined forces with SDI trade to support Startup Grind Scotland** who were awarded funding by the Technology Ecosystem Fund from SG. We took 20 of Scotland's most talented technology entrepreneurs and business leaders for a week of inspiration, activities, and peer bonding in San Francisco, highlighted by the Startup Grind Global Conference and a Pitch Party with US investors supported by SDI. The trip immersed 20 of Scotland's top start up/scale-ups in all things Silicon Valley. Companies met international founders, investors, and heard from some of the world's experts across venture building (investors and operators).



"Pitching to investors in Silicon Valley for Holoxica Limited is probably one of the highlights in my career (so far). SDI (...) went above and beyond to welcome and prepare us, and to organise these amazing encounters with the Silicon Valley based investment community..."

- Wendy (Holoxica), cohort member

- **31** inward investment projects landed in England, **1** in Ireland, **2** in Wales and **2** in NI as a result of SDI support
- **2,917** (England), **20** (Ireland), **50** (Wales) and **10** (NI) jobs created / safeguarded paying **RLW**
- **119 planned green jobs** in England
- **£22,425,112 planned R&D investment** in England
- Value of **planned capital investment: £14,540,063** (England) and **£613,000** (Ireland)
- **80+ companies** in our network seeking to raise over **£200m equity investment**.
- Established a network of **c.120 funds** internationally, 1/3 of London's top VC funds are now in our network, leveraged London as a hub for connecting with international investors.

CASE STUDY 2



YES Recycling is a SE England-based recycling business and processor of hard-to-recycle plastic waste. SDI London engaged with the company over a period of c. two years to support the company's plans and identify a potential site in Fife, undertaking property searches and working closely with colleagues in Invest in Fife. SDI also provided advice including information on Scotland's Circular Economy Investment Fund (administered by Zero Waste Scotland), to which the company subsequently secured a £520,000 grant.

In Sept 2021, the company publicly announced its decision to invest in a new site in Glenrothes, **creating 60 new 'green' jobs**. The plant will feature new state-of-the-art patented recycling technology and will **recycle 15,000 tonnes per annum** of low-grade post-consumer plastic, the project therefore aligning with SG commitments towards supporting a transition to Net Zero.



SCOTLAND'S INTERESTS

KEY RELATIONSHIPS STRENGTHENED / FORMED WITH:

INSTITUTE FOR GOVERNMENT

EUNIC EU National Institutes for Culture

Through coordinated and sequenced engagement with key stakeholder groups, position Scotland as a progressive and constructive European partner and good global citizen. Delivering a programme of activity through which opportunities are created to promote Scotland's progressive policy agenda, including our ambitions on climate both in the lead up to and following COP 26. COVID presented a significant challenge at various intervals throughout the year. Restrictions meant engagement with key stakeholder groups was constrained and conducting diplomatic business virtually had limited value. However by coordinating our engagement with DEXA and the wider overseas network we were ultimately able to increase high value senior level engagement with diplomatic partners, ensuring Scotland's position on key issues was well understood, whilst facilitating a number of opportunities for Minister – Minister engagements, including during COP26.

Engagement with Wider Network

Embassies, Scots in London, Global Scots, EUNIC Network, UK Government, Foreign Press Association

- 53 Diplomatic meetings
- 8 Facilitated meetings between SG Ministers & Ambassadors in London
- GlobalScot worldwide membership as of 31st March 2022: **1110** which represents a **15% growth**
- GlobalScot member growth in London: **51.6%**
- **88** online GlobalScot events
- **682** GlobalScots participating
- **1707 GlobalScot** attendees, network-wide
- **745 requests** for support/connections made on the GlobalScot Platform
- **101** GlobalScot company support service delivered via SDI assists

CASE STUDY 1



A key focus for our diplomatic engagement across the year was promoting **Scotland's Climate ambitions** in the lead up to COP 26. Through a series of bi-lateral discussions with the diplomatic missions of priority countries we explored areas of shared ambition and identified opportunities for Minister – Minister engagement during the summit. **Ministerial meetings** were secured with **Vietnam, Austria, Norway, Sweden**, plus many more.

A good example of this engagement delivering in practice was utilising our networks to secure signatures from Premiers of International partner countries for the **UN Women's Leadership statement** which was launched by the First Minister at COP 26. Through engagement with the London Embassy network we were able to secure signatures and in some instances participation at the launch event from the Premiers of New Zealand, Estonia, Tanzania and Bangladesh. Ultimately the outcome was establishing Scotland's position on the global stage as a defender of gender equality and recognising the important role for women as we tackle the Climate crisis.

CASE STUDY 2

The team has prioritised **developing stronger relationships with creative thinkers and influencers** based in the city, **including London's Think Tank community**. Through coordinated bi-lateral discussions we have been able to reflect on the Scottish Government policy agenda and inform partners of the SG's distinct position on a range of current affairs. This engagement has also allowed us to secure high value speaking opportunities for Ministers to engage audiences in the city.

As a result of building a closer working relationship with the **Institute for Government**, SHL partnered with the think tank to deliver an event with **Deputy First Minister giving a key note address** on the Scottish Government's position on the UK Internal Market and devolution in the UK more broadly. The virtual event was attended by **over 400 participants** from key stakeholder groups, including media, diplomats and academics. The event allowed the DFM to set out Scotland's distinct position on devolution.

MEDIUM TO LONG-TERM IMPACT

Scotland House London Diplomatic Engagement:

Prior to the establishment of Scotland House, the Scottish Government had no diplomatic presence within London. From a standing start, the team initially focussed on establishing our profile and building connections with the missions of the EU/EEA and international priority countries. After establishing our presence, the team has now focussed on developing relationships within diplomatic networks, focussed on specific sectors. Examples include **gaining associate membership of the EUNIC network** which enables us to create opportunities to **promote Scottish Culture** by collaborating with European cultural institutes based in the city. On the economic side, SHL's economic representative has **built strong links with the Association of Economic Representatives in London (AERL network)**, collaborating on events to promote Scotland's **trade and investment portfolio** to international partners.

John Webster
@johnauldwebster

Really enjoyed engaging with colleagues from Embassies of earlier today. A stimulating round table discussion courtesy of our fabulous host @kathikastner. Energising for me and the team @ScotGovLondon that there is such genuine interest in .



SHL colleagues delivering a briefing on Scotland to 8 central European DHoM's in February 2022

Mr McKee speaking at our event with AERL in March 2022

Scotland House London
@ScotGovLondon

Trade Minister @Ivan_McKee spoke at Scotland House just over a year since the launch of Scotland's Vision for Trade.

He highlighted the importance of trade, and progress incorporating the Vision's 5 key principles across policy.

Find out more bit.ly/VisionforTrade



In terms of medium to long term impacts, set against pre pandemic levels there has been a significant increase in both the **frequency and seniority of our diplomatic engagement**. Our aspiration is to continue on this current upward trajectory which has and will continue to give us greater access to decision makers and influential contacts from international partner countries. Through this **coordinated and sequenced engagement**, our long term aim is to position Scotland as a progressive and constructive European partner and good global citizen, securing opportunities for collaboration through sector specific diplomacy on areas of shared ambition, including climate and energy, higher education and the internationally focussed elements of NSET.

LESSONS LEARNED FOR FY 2021/22

We re-opened Scotland House to Members in November 2021. As the office had been closed since March 2020 where paying membership was mothballed and replaced with a free online membership, we were keen to resume full service whilst ensuring that we comply with public health requirements. To kick-start Membership, we recruited a Membership Manager and a full time receptionist to strengthen our Front of House Team and assist with Events. We then embarked on an ambitious programme of events in order to reinvigorate interest and knowledge of the platform and to revive income generation. Even though the aforementioned recruitments fell through, the amounts of events were not curtailed as there is strong competition in London from rival platforms and we wished to project a public perception that Scotland House was open and ready for business. Staff resources became over stretched leading to increased pressure on staff and delivery. The lesson learned here is to analyse resource and match it to commitments and outputs, and to analyse and manage risk earlier and better.

COP26 ASSESSMENT

SHL facilitated a number of ministerial engagements before, during, and after COP26 – as follows.

OUTCOME

CASE STUDY 1

In advance of COP26 being held in Glasgow, we held a **Green Investment Showcase** to promote the Scottish Government's commitment to Net Zero, engage with high value partners and London-based stakeholders to highlight the need for immediate action to tackle the climate emergency and showcase Scotland's green investment opportunities.

There were over 80 attendees, including Economic leads from various embassies in London, 7 City Leaders from Scotland and representatives from UK Sustainable Investment and Finance Association. Attendees included the **Cabinet Secretary for Net Zero, Energy & Transport**, Michael Matheson, and co-hosted with Alderman Vincent Keavany, the **Lord Mayor for City of London**.

Guest speakers from across government, business, academia & industry showcased Scotland's commitment to net zero and our market-ready green investment opportunities. Key guest speakers at the event included **Willie Watt, Chair, Scottish National Investment Bank** and **Scotland's City Leaders**.

The very best of Scottish innovation and green investment opportunities were showcased to a London-based audience. The audience included a cross-section of individuals from the investment community, businesses, economic leads and representatives from across the diplomatic corps were able to see how Scotland is an attractive place to invest and do business, but also reaffirming our values as a nation on what green investment looks like. The event facilitated introductions and networking, and discussions between partners facilitated by this event continue.



CASE STUDY

As part of London Climate Action Week (July 2021), we secured a keynote speaking slot for the Cabinet Secretary for Net Zero, Energy and Transport to speak at the **Climate Innovation Forum**.

Due to COVID restrictions the event was virtual, however organisers confirmed approximately **5,000 attendees joined** the forum, from senior policy makers of local authorities, national government, investors, climate-tech solution providers, heads of sustainability from the FTSE 500 companies and NGO's.

OUTCOME

Mr Matheson set out Scotland's Climate ambitions in the lead up to COP 26 during the closing session of the forum and was joined by other notable speakers including **Ian Stuart, CEO, HSBC UK Bank** and **John Kerry, US Special President Envoy for Climate**. Participating the forum allowed the Cabinet Secretary to set out Scotland's role in the delivery of the COP 26 summit, promote our climate ambitions and the progress made so far and promote Scotland as a green investment destination.

USA

CONTEXT FOR FY 2021/22

SAO USA underwent significant staff changes in 21/22, switching heads of office along with establishing a new Relationships Manager role. These staffing updates happened in the face of changes to both the team's budget and office space as the U.K. Embassy continues to undergo major refurbishment. Despite these changes, the team took advantage of opportunities such as COP26 and Burns Night to engage with the US's diverse Scottish diaspora groups.

The COVID-19 outbreak across the USA also had a direct impact on the office's work throughout the year. The unpredictable nature of health and safety regulations, particularly across different areas of the country, hindered domestic and international travel plans: there were no opportunities for Ministerial or senior official visits. The differing standards and expectations across state lines limited the office's capacity to plan and staff events in-person in advance. As a result, many popular annual events were altered or cancelled, particularly during the spike of Omicron cases in the winter, which impacted flagship networking opportunities and events around St. Andrews Day and Burns Night.

REFLECTIONS

After more than four years in the role, U.S. Scottish Affairs Counsellor Joni Smith was succeeded by Chris Thomson in October 2021. Chris previously served as Head of Clyde Mission, a Scottish Government project aimed at driving economic development via the historic waterway. In addition, the team created a new Relationships Manager role tasked with managing and developing key networks, particularly in the DC area, with a focus on Congress.

In addition, the SAO continued to shift its plans and efforts towards digital engagement in response to the pandemic. To that end, the team pivoted to reimagine virtual events throughout the year against key objectives by creating engaging virtual content and embracing opportunities presented by digital engagement. One such success was Burns Night, where we partnered with a live virtual programme which related Burns' work to topics related to modern Scottish (and US) business and culture.

Major events such as COP26 presented an opportunity to increase engagement, and proved an enormous achievement for SAO USA, raising Scotland's profile as a climate leader and securing key political engagements and meetings during the conference in Glasgow. As a result of work in the lead up to COP26, the team successfully promoted Scotland as a modern, innovative nation ready to take centre stage in the fight against climate change. SAO USA organised a wide range of Ministerial and official meetings with senior US figures, and provided research and insights into the bipartisan delegation of U.S. lawmakers who attended COP26, along with communications support in pitching media and raising awareness on the Scottish Government's climate change policies.



REPUTATION

- **COP26:** Highlighted Scotland’s climate ambition and reputation in the lead up to, during and after COP26 by identifying areas for collaboration and partnership focusing on the themes of green agriculture, the Arctic, Just Transition and People.
- **Diaspora Engagement:** Worked with various diaspora groups across the U.S. to deliver virtual events such as “Burns Night In” and “Burns Distilled” in celebration of Burns Night. Where possible we also attended in-person events, including some Burns and St Andrew’s activities: creating and solidifying relationships with diaspora groups.
- **Cultural promotion:** Provided digital Scottish cultural content to diaspora groups for virtual events marking Scottish winter festivals, including in a quarterly newsletter sent out to vested stakeholders. Used the DC “Embassy Adoption” Programme to promote Scotland through the District School network.
- **Scotland Year of Stories:** SAO USA collaborated multiple times with best-selling, award-winning Scottish-born and U.S.-based author Douglas Stuart. In October, the office worked with Georgetown University’s Lannan Center to host a reading and Q&A. For March’s World Book Day, SAO USA coordinated with Publishing Scotland and Scottish Books International to host an online event with Stuart in conversation with broadcaster James Crawford. We also supported award-winning Scottish/ Sierra-Leonian author Aminatta Forna by organising digital engagements and Q&A around her latest book.

KEY RELATIONSHIPS STRENGTHENED / FORMED WITH:



Enhanced social media presence with **1.1k new followers** – an increase of **25%** from the year prior

- **40K** post engagements
- **Over 1M** post impressions
- **17K** likes
- **3.6K** retweets and **1.2K** replies
- **6.85%** overall post engagement rate
- **5.4K** total followers

CASE STUDY

SAO USA facilitated engagement between the First Minister and several key political figures during COP26. The most high-profile meetings included Speaker of the House Nancy Pelosi, U.S. Special Presidential Envoy for Climate John Kerry and Rep. Alexandria Ocasio-Cortez. The First Minister also had a short introductory conversation with President Biden. Cabinet Secretary Angus Robertson met the California State Senate Delegation to discuss shared climate goals. The office coordinated with colleagues in Edinburgh to organize a reception at Edinburgh Castle attended by 33 U.S. Congressmembers, as well as Senators, Governors, journalists, and business representatives.



- Built upon previous governmental engagement and further cultivated the Scottish Government’s relationship with key U.S. political stakeholders in the climate sector.
- Created opportunities for future Scottish-U.S. collaboration.
- Related activity via social media channels resulted in significant engagement on Twitter, with organic content ranking among the office’s top performing tweets of the year.
 - The two top performing tweets generated 378 retweets, 1.5k likes, and 133 replies combined, with an average engagement rate well above industry standard at 127%.



INTERNATIONAL TRADE

- **Food & Drink:** SDI supported existing exporters to regain and increase their share of the U.S. market and supported Seafood Scotland in amplifying the message around the quality and diversity of Scottish seafood through a virtual event.
- **New Trade and Investment Envoy:** This past year saw the appointment of Scottish government's first US-based Trade & Investment Envoy to Scotland's international business network. Stephen Leonard, Global Alliances and Partnerships Leader at Kyndryl, who is also a GlobalScot, will promote Scotland's international trade and investment interests and strengthen the country's U.S. market knowledge.
- **171 Scottish Companies in Science & Tech liaised with U.S. customers:** SDI spearheaded efforts to find opportunities and identify key customers to link with Scottish companies, including Electronic Arts, Microsoft, Warner Bros., Amazon Games, Mayo Clinic, law agencies, and more.

CASE STUDY

Trade policy will continue to play a key role in the world we now find ourselves in. As economic recovery continues in light of freshly lifted pandemic restrictions, **Scotland has elected to build back more green, sustainable and just.** We worked with DITI colleagues to develop a short note to Congressional members and key US Government offices highlighting these efforts. This note reiterated the key points across: 'a trading nation', 'Inward Investment plan', 'Capital Investment plan', and the newly published 'Vison for Trade' document that focuses on the ESG conversation taking place in Scotland.

- Written update provided to over 35 Congressional and Government Representatives.
- Created an opportunity for Minister for Trade and Investment to highlight directly with Ambassador Tai, United States Trade Representative.

KEY RELATIONSHIPS STRENGTHENED THROUGH:



- **313** companies supported
- **171** international trade opportunities identified
- Forecast international sales as a result of SDI support: **£667 million**
- **44 engagements** between Scottish companies and U.S. customers
- **137 new customer** and **68 new influencer** relationships across Science & Technology organizations
- **Kept SG Ministers informed** of latest economic developments in the USA, including the changing nature of federal whisky tariffs.
- **38 GlobalScots recruited** in 2021/22



RESEARCH AND INNOVATION

KEY RELATIONSHIPS STRENGTHENED THROUGH:



- Chicago Scots COP26 Panel:** In the lead-up to COP26, SAO USA collaborated with in-country diaspora groups The Chicago Scots and the National Trust for Scotland USA, as well as the eco-conscious group Openlands to host a virtual discussion on conservation and the policy implications the conference could have on climate change. This represented an opportunity to showcase Scottish innovation and position Scotland as a leader in climate strategies. Panelists included Jerry Adelman, chair of the City of Chicago's Nature and Wildlife Committee, and Jamie Crawford, writer and broadcaster behind "Scotland from the Sky", among others.
- World Affairs Council of Atlanta:** Jon Cameron, Scotland's Digital Health and Care Directorate Director, appeared on a panel hosted by the World Affairs Council of Atlanta, a non-partisan think tank that seeks to provide a forum for discussions on global affairs that affect local realities. Cameron spoke on lessons that the Scottish Government learned during the COVID-19 pandemic, sharing how it significantly scaled up digital healthcare systems as part of a national strategy.

- 3 events** held with Georgetown University or faculty from the school's Lannan Center for Poetics and Social Practice
- Arranged for **First Minister** to address the Aspen Institutes **Security Forum**
- 2 online panel events and discussions** organized with Ministers in relevant subject areas in the lead up to COP26

CASE STUDY

SAO USA organised the appearance by First Minister Nicola Sturgeon at the Aspen Security Forum, an annual three-day conference that provides a public forum for leaders to discuss pressing national security and foreign policy challenges hosted by the Aspen Institute, a nonpartisan think tank dedicated to unpacking and discussing global challenges. The First Minister spoke at a panel entitled "The View from Edinburgh" moderated by NPR's *All Things Considered* co-host May Louise Kelly, where she spoke about Scotland's climate goals and COVID relief efforts. This conversation with Kelly was ultimately published on NPR, which attracts about 138 million monthly audience members across all of its platforms, according to Nielsen data.

This wide-ranging conversation, which covered diverse topics from Scotland's approach to COVID restrictions, the possible implications and potential outcomes of a referendum on Scottish independence, and the role Scotland aspires to play on the world stage particularly in as it pertains to green and renewable energy. By highlighting Scotland's role as host of COP26, the interview highlighted awareness of the Scottish Government as an actor in the fight against climate change and, more broadly, spreads awareness of how devolution works.

Building connections with high-profile journalists also opens the door for future engagement with the press and media for future ministerial visits from the First Minister and others, including the return of visits for high-profile relationship-building events such as Tartan Week in FY 2022.



INVESTMENT

- **Attracting Investment:** Protected and increased foreign direct investment and capital investment to Scotland to support economic recovery and growth. The United States remained the single biggest originator of foreign direct investment projects into Scotland in 2021, accounting for 35.5 percent.
- **Promoting Scotland for FDI Projects:** SDI has engaged U.S. target companies and established routine contact to ensure Scotland maximised opportunities in key sectors. For instance, SDI and DITI hosted a joint inward FDI mission in March 2022 that included a multi-day in-person programme focused on the space industry (the first in-person trade mission to the Americas since the onset of COVID-19).
- **29 FDI Projects Covering 9 Opportunity Areas:** A total of 29 unique FDI projects from the Americas were secured in the last fiscal year. Notably, these projects covered virtually all nine opportunity areas outlined in the International Investment Plan, with locations from the central belt, to Fife, Grampian, HIE, to the islands and multiple points in between. Notable project examples include ones from Pico Digital Marketing, Black & Veatch, and Raytheon.

KEY RELATIONSHIPS FORMED WITH:



- **25 inward investment** projects landed as a result of SDI support
- **1,837 planned total jobs**, paying RLW
- **136 planned green jobs**
- **£103,962,356 planned R&D investment**
- Value of **planned capital investment: £76,424,000**
- Facilitated **1 in-person trade mission**, the first to the Americas
- **137 new customer** and **68 new influencer** relationships across Science & Technology organizations

CASE STUDY

Black & Veatch (B&V) is an employee-owned engineering, procurement, consulting and construction company. Operating in +100 countries, B&V addresses the resilience and reliability of key infrastructure assets, with revenues surpassing \$3.7 billion in 2019. In the last fiscal year, B&V's wind energy team in Europe acquired the High Constellation Wind Farm in Scotland from Blue Energy, expanding its portfolio with ten turbines and 50MW for a combined total in the UK of more than 2,400 MW of wind and solar capacity.

With this acquisition to its UK portfolio, B&V continues its successful role in project development in Scotland. With a world-recognised global renewable energy engineering consultancy and contractor taking over operation, confidence is instilled in the quality of the High Constellation's operations. This latest development continues B&V's successful track record of project development in Scotland, bolstering opportunities for sustainable economic development.



SCOTLAND'S INTERESTS

- **Alumni Networks:** Enhanced outreach to networks of U.S.-based alumni from Scottish universities. This included working with organizations such as St. Andrews University's D.C. Alumni Club, the University of Glasgow US Alumni, and Chicago-based alumni from different Scottish universities to learn about their interests and how they wish to remain connected to Scotland.
- **Cultural Engagement:** Worked with the U.K. Boston Consulate and the National Trust for Scotland Foundation USA to host a virtual conversation between Scottish award-winning author Aminatta Forna, Director and Lannan Foundation Chair of Poetics at Georgetown University, and British Consul-General in New England Peter Abbott OBE in celebration of World Book Day and Scotland's Year of Stories in 2022.
- **Ministerial Engagement:** SAO USA facilitated the following engagements at COP26:
 - Lieutenant Governor of California, Eleni Kounalakis, signed Scotland's Edinburgh Declaration to take action to halt biodiversity loss after meeting with External Affairs Secretary Angus Robertson, becoming the first U.S. state to do so. In addition, Cabinet Secretary for Rural Affairs and Island Mairi Gougeon met Secretary of Agriculture Tom Vilsack while Cabinet Secretary for Justice Michael Matheson met Secretary of Energy Jennifer Granholm.
 - SAO USA highlighted the Edinburgh Declaration and Scotland's experience and action in the fight against climate change through engagement with the U.S. Congressional delegation to COP26, particularly in areas such as transport, hydrogen, and biodiversity.

KEY RELATIONSHIPS STRENGTHENED WITH:



Secured the reputation of Scotland as a **reliable partner** and **global leader** through various activities.

- Facilitated **ministerial engagements** within the U.S.
- Secured **multiple virtual messages** from SG Ministers to broadcast at online events.
- Maintained links with the **Friends of Scotland Congressional Caucus** with new **Relationships Manager** in the SAO USA.

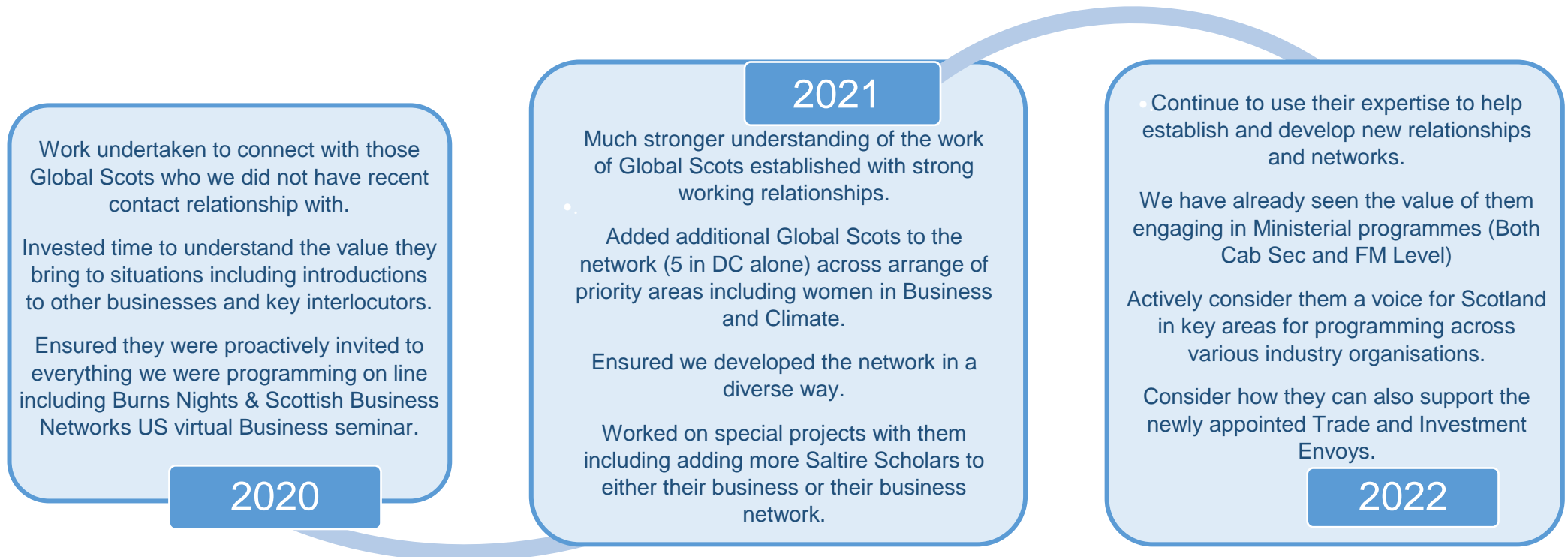
CASE STUDY

Amid a severe surge in COVID-19 cases in the wake of the emergence of the Omicron variant around New Year, plans for Burns Night quickly shifted. SAO USA collaborated with partners to sponsor **“Burns Distilled”, a virtual celebration of Scottish and US talent in January 2022**. Distilling Burns' most notable works, the fully interactive experience was presented via livestream and was viewed by over 800 individual accounts in real time (many of whom represented multiple viewers) and has been viewed many more times on demand.

Building on lessons learned about virtual events in the year prior, this livestreamed event encompassed both at-home and online exclusive elements. Featuring music, song, poetry, at-home whisky drinks, the event allowed participants to sample four different Scottish whiskies along with quintessentially Scottish snacks. Broadcast live from New York City, the evening was hosted by renowned performer Andrew Weir, along with Broadway performers and personalities. Fostering community with enriching educational and cultural content, the event succeeded in building a truly unique at-home experience.

MEDIUM TO LONG-TERM IMPACT

The Global Scot network is a tool that we have always felt we could use in a more effective way. The lack of direct engagement with many of those in the network meant that we were missing the opportunity to call on their expertise to help strengthen programming. We worked closely with the SDI team in Scotland to help us develop in-country relationships.



LESSONS LEARNED FOR FY 2021/22

- **COVID's challenges continued to impact the office's capacity to organize and execute in-person and relationship-building events**, despite hopes that the pandemic's worst days would be over. **Ministerial visits were difficult to schedule**, with uncertainty surrounding international travel. **Events throughout the year**, including the office's pop-up Scotland House in New York City, the Tartan Day Parade, and whisky tasting events with Members of Congress and Hill staffers, **were all impacted**. We needed to ensure relationships were maintained and support to our networks continued. As such, the **office turned towards online engagements** and took the opportunity to engage with new connections across the U.S. with a view to harnessing new, previously untapped opportunities in the virtual space. SAO USA has **learned to embrace in-person events with virtual elements** - this has allowed the office to reconnect virtually with our stakeholders and given us credibility to hit the ground running upon our return to in-person events. We saw the resulting ease with which political engagement was able to take place at key times. We saw key speaking and hosting opportunities presented to us due to connections with even wider networks in NYC, Chicago and LA.
- Covid did provide opportunity, the SAO USA used the period of continued virtual working to engage with many new and existing networks. However, it was clear that the sheer volume of opportunity required additional resources to help manage, build and inform these networks in FY 21/22. The office therefore decided to dedicate budget to bring in a fixed-term Relationships Manager. As we exited COVID protocols in Quarter 4, the Relationship Manager was tasked with reintroducing our office to these networks in person – acting as the key liaison to determine logistics and talking points. Today, the long-term impact of these efforts to influence Congressional members is seen in various ways.