

EQUALITY MAINSTREAMING

Highlands and Islands Enterprise

2021



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

INTRODUCTION

HIE is the Scottish Government's economic and community development agency for the Highlands and Islands of Scotland. Our purpose is to generate sustainable and inclusive economic growth across the region. We want the Highlands and Islands to be a prosperous, inclusive and sustainable region attracting more people to live, work, study and invest.

Our strategy is set out to cover the three-year period from 1st April 2019 to 31st March 2022, with annual operating plans setting out in-year priorities and actions. These include supporting both young people and female entrepreneurs who have ambitious business ideas, tackling the unequal concentration of men and women in different types of occupation and at different pay levels, introducing talented young people to businesses and community organisations and working with companies to support fair and more productive business practices. We support the growth of the social enterprise sector and help people, particularly in remote, rural and island areas, to develop their communities. HIE's Equality Outcomes 2017-2021:

- increasing the diversity of leadership and workforce participation in the Highlands and Islands
- positive community relations help sustain empowered, capable and inclusive communities
- growing the working age population in every part of the Highlands and Islands

Further information on our approach and full details of our services can be found on our [website](#).

OUR ORGANISATION

As at 31st March 2021 HIE currently employs 284 members of staff (64% female, 36% male). Employees range in age from 21 to 70 years old and our 2 longest serving employees each have over 45 years' service. HIE recognises it has a low number of employees who identify themselves as having an ethnic origin other than White British (only 3.5%). Our number of disabled employees also remains low representing 4% of our workforce however this has increased from 1% in 2019.

OUR VALUES

We are **outward-looking** and
think **long-term**



We are **customer-focused**



We **work together**
and **learn from each other**

We are **committed to excellence**
and **innovation**



We **encourage diversity** and
respect each other



We **network** and **collaborate**



We **listen** and **communicate clearly**

THE PUBLIC SECTOR EQUALITY DUTY

The Equality Act 2010 and the [Public Sector Equality Duty \(PSED\)](#) set out how the public sector should consider equality in everything it does. The Act places on HIE a requirement, the “General Equality Duty”, to consider the need to:

| |
|---|
| Eliminate unlawful discrimination, harassment and victimisation We can do this by eliminating less favourable treatment or indirect discrimination |
| Advance equality of opportunity We can do this by removing or minimising disadvantage, meeting needs which are particular to some groups of people and encouraging participation of under-represented groups. |
| Foster good relations We can do this by tackling prejudice and promoting understanding |

The Act applies in relation to the “protected characteristics” of age, disability, gender reassignment, marriage and civil partnership (discrimination duty only), pregnancy and maternity, race, religion or belief, sex and sexual orientation.

The aim of the General Duty is to make sure we consider equality in our day-to-day activities, including our role as employer and work carried out by others on our behalf.

Specific Duties, set by the Scottish Government, tell us how to show that we have done this. Publishing a Mainstreaming report is one of the Specific Duties and demonstrates how we have used the PSED to make a material difference for the people of the Highlands and Islands.

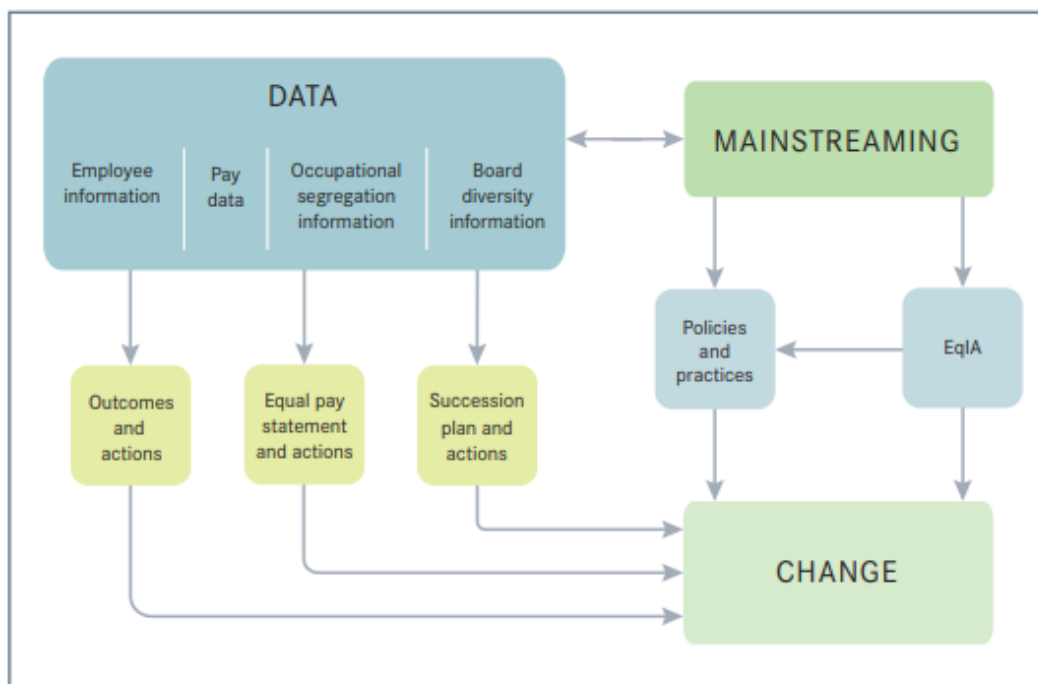


Figure 1: Close the Gap – guidance on using the PSED to drive change

MAINSTREAMING AS A SERVICE PROVIDER

Due diligence and impact assessment

Our due diligence assessment considers equality, economic, social and environmental impact holistically. HIE has incorporated the requirements of the Fairer Scotland Duty (socio-economic considerations) in our People Impact Assessment process. This ensures that we take socio-economic disadvantage into account when making decisions of a strategic nature. People Impact Assessments are an important way to continually improve the way we develop and deliver our strategic and day to day activities.

HIE's people impact assessments enable us to identify the potential impact of our interventions and plan ways in which we can maximise positive and mitigate negative impact.

Procurement

Fair Work Practices (FWPs) are addressed in HIEs Procurement Strategy and Sustainable Procurement Procedure. Therefore, in order to ensure the highest standards of service quality in HIE contracts we expect suppliers to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package as aligned with the five dimensions from the Fair Work Framework 2016 and Scottish Government's Fair Work First criteria. HIE also encourages all suppliers to pay the Living Wage (as defined by the Living Wage Foundation) to their employees and to promote payment of the living wage throughout their supply chain. HIE also promotes the Scottish Business Pledge and through both approaches we use these to help reduce inequalities within our region. People Impact Assessments are completed, when relevant, as part of the procurement strategy for each tender. Our Contract and Supplier Management and Procurement annual reporting processes capture and report on these key measures.

HIE has recently started to refer to the Social Enterprise Finder Scotland database facility on the Partnership for Procurement (P4P) website to identify if any third sector and/or supported businesses operate in the geographical area and/or commodity field to promote opportunities to them and/or reserve a contract to a supported business. We are developing new procurement training materials which will include social procurement aspects – including FWPs and community benefits/community wealth building.

Procurement Case Study: XpoNorth (Event and Network) & XpoNorth Digital

Partnership with DWP, Jobcentre Plus, Youth Highland and SDS to design physical and digital models to deliver services. Dedicated collaboration with autism services to address barriers to access and a broader diversity of pathways into the sector. Working with Deaf Action Scotland to ensure content and opportunities are accessible. Collaborated with Deaf Action Scotland to make immersive high-level composing workshop with Sky's music team fully accessible to deaf participant. Working with UHI to expedite younger people into the sector and increase access to commercial networks.

Programme and Project Delivery

In addition to taking a place-based approach to our delivery, with staff based in area offices across the region with strong local knowledge and experience, projects focused on local need, and additional grant support for more disadvantaged areas, we have also delivered programmes and projects which focused more directly on supporting women or young people to support our equality. These related to entrepreneurship, leadership and innovation. Examples include:

- W-Power project: a transnational project piloting in Argyll and Islands and Dumfries and Galloway to develop rural female entrepreneurs (including an international peer learning and exchange programme for female start-ups; the development of resources to enhance the gender-sensitivity of business coaching and support; an online innovation pitching competition for small women-led businesses; and an online network of business learning and support). 70 rural female business leaders have engaged with the programme since 2019 with 20-25 receiving more focused support. An evaluation is being undertaken to review the benefits from the project and consider how the approach could potentially evolve or be mainstreamed.
- The Northern Innovation Hub is supported through the Inverness City Highland Region Deal. It includes a dedicated programme to develop young entrepreneurs and future business leaders through Impact30 with just under 80 businesses supported.
- Support through the Leadership Programme including the development of young, emerging leaders in businesses with just under 100 young and emerging leaders were supported with 59% of participants female.
- HIE has partnered with Comhairle Nan Eilean Siar supporting the Outer Hebrides Young Entrepreneur Start Up Scheme. 27 businesses have been supported since the end of 2019.

Reported gender and age demographics of participants in HIE Programmes from 2019-2021

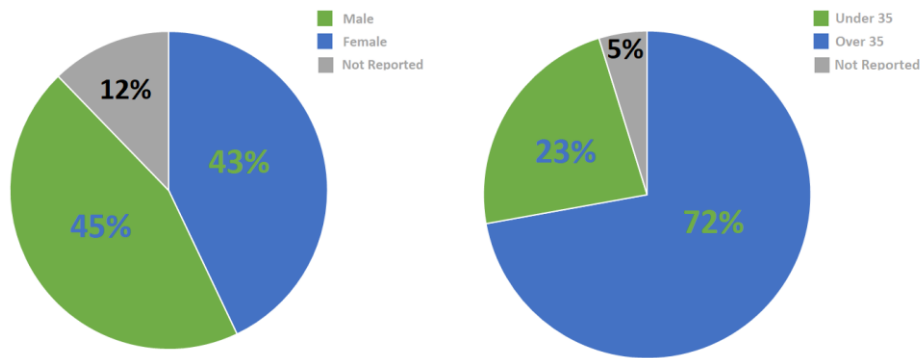


Figure 2: Proportions of participants in HIE programmes according to reported gender (Left) and age (Right).

Reported gender and age demographics of participants in HIE Programmes aimed at social enterprise from 2019-2021

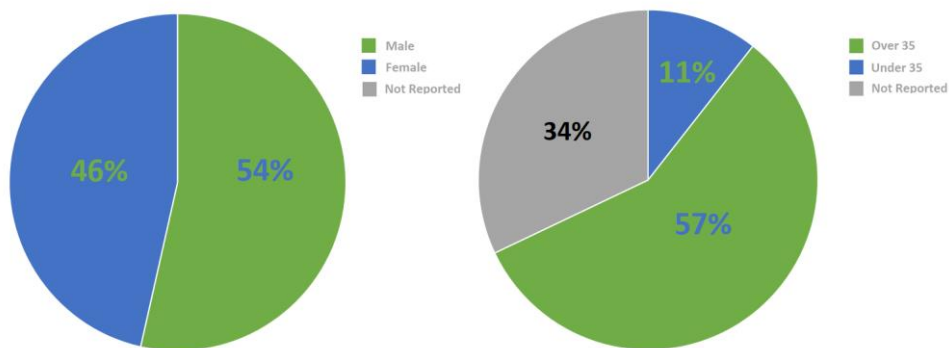


Figure 3: Proportions of participants in HIE programmes aimed at social enterprise according to reported gender (Left) and age (Right).

HIE is engaging well with both male and female clients across all operations (43% male and 45% female) as well as within programmes specifically aimed at social enterprise (46% male and 54% female). More than 70% of participants across HIE engagement programmes were under 35, a potential growth area is the inclusion of under 35's in social enterprise engagement, though this area was affected by minimal reporting of age by participants. It is apparent that HIE offers development opportunities which are accessible across a range of demographics.

HIE'S EQUALITY OUTCOMES FOR 2021-25

Given the recent and ongoing impact of COVID-19 on the economy and wider society, we will maintain our equality outcomes, which are:

1. The diversity of leadership and workforce participation in the Highlands and Islands is increased

While this outcome is likely to have a positively impact across all protected characteristics, by raising awareness of the business and economic benefits of inclusive and innovative workplace practices, our primary focus is to:

- improve employment prospects for **young people**, both within the businesses and communities of the Highlands and Islands and as an employer
- increase the contribution which **women** make to economic growth by developing the leadership and entrepreneurship capability of our region
- as an employer – increase our own workforce diversity and meet **disabled and other employees** needs through better use of employee equality monitoring information

2. Positive community relations help sustain empowered, capable and inclusive communities

We continue to work in partnership with Highland Community Planning partners to raise public awareness of the Hate Free Highland campaign. The partnership develops and delivers training for organisations who help people to report incidents caused by prejudice which they have experienced or witnessed. We will also explore how this work is being carried out in other parts of our region, to extend our reach and influence. We will look for opportunities to share learning to other Community Planning Partnerships across the HIE Region.

This outcome is likely to have greatest impact around incidents related to **race, religion and belief, disability and sexual orientation**, the motivating factors covered by current legislation which are most likely to be reported within our region.

3. The working age population grows in every part of the Highlands and Islands

Working with and through the Convention of the Highlands and Islands we aim, therefore, to focus on growing the **working age population** in every part of the Highlands and Islands. This reflects our focus on inclusive growth in the context of current outmigration of young people and an ageing workforce across the region.

In light of the ongoing COVID-19 impact we will review our equality outcomes through 2021/22, and publish these on our website if there are any changes.

MAINSTREAMING AS AN EMPLOYER

Through mainstreaming equality into what we do, we will build on our work to date. We aim to further develop by:

- Continuing to embed a culture which fosters respect and values diversity
- Continuing to ensure that any unlawful discrimination, harassment, victimisation or bullying is not tolerated
- Undertaking a review of our recruitment processes to ensure they continue to be free from any unconscious bias and promote strategies that help us to attract a more diverse mix of applicants

- Understanding the needs of different groups of employees and developing a better understanding of how we can meet their needs

PROGRESS WITH OUR EQUALITY OUTCOME AS AN EMPLOYER

What we set out to do

Our equality outcome as an employer for 2017-2021 was:

- increase our own workforce diversity and meet **disabled and other employees** needs through better use of employee equality monitoring information

What we have achieved

As at 31st March 2019 the number of HIE employees identifying as having a disability was 1% (which was similar to 2017). However as at 31st March 2021 this percentage has increased to 4% of the workforce.

Although the number remains relatively small, we are encouraged by the increase in declaration which could demonstrate that we have recruited more disabled employees, employees have developed a disability during employment or we have seen an increase in the number of employees who are willing to declare their disability.

We have also taken time to understand the needs of our disabled employees and have gathered feedback from those who are disabled or have long term health conditions. They said that they appreciate a wide range of support from HIE including:

- Flexible working arrangements (short term/temporary and longer term/permanent work patterns)
- Ad hoc working from home arrangements
- Occupational Health Service support
- Sickness absence entitlements – leave and sick pay
- Physical workplace adjustments and adaptations
- Specialist and bespoke IT software
- Special stationery and equipment that can support physical conditions
- Use of a private room to attend medical appointments on site or to undertake medical procedures/administer medicine
- Flexibility to attend appointments
- Mental Health support from Mental Health First Aiders

OUR ACHIEVEMENTS BETWEEN 2019-2021

We actively use our employee data and feedback to inform our policies and practices. This has successfully allowed us to achieve the following:

- Updated Health and Wellbeing Policy incorporating our new approach to raising mental health awareness and encouraging conversations with our trained Mental Health First Aiders
- Introduced a trained cohort of Mental Health First Aiders

- Maintained our Gold Investors in Young People Award at reaccreditation
- Further developed our Graduate Training Programme increasing the duration from a 1-year to 2 years with the inclusion of additional developmental phases
- Employees have increased declarations against disability, and we have reviewed our support available to support physical and mental health
- Introduced pulse surveys to give employees the opportunity to provide more regular feedback on how they are feeling and being treated whilst at work

FUTURE WAYS OF WORKING

The Covid-19 pandemic and the associated restrictions placed on employers have escalated a need for us to review how we would like our workplace to operate in future. Temporary working from home arrangements have been in place since March 2020 and we are now undertaking a Future Ways of Working project to assess what workstyles could be used post pandemic.

The project aims to ensure our organisational structure is fit for purpose within a more remote and digitally focused world and our resources are aligned to deliver our strategic plan.

Importantly the project will also develop enhanced terms and conditions of employment and HR policies that can cater for individual workstyle preference (home working, office based, or a mix of both), the use of more formal and informal flexible working practices and also ensure that employees have the equipment, technology and flexibility to be able to perform at their best.

During this project we will undertake equality impact assessments to enable us to identify the potential impact of any changes on those who identify as having a protected characteristic and plan ways in which we can maximise positive and mitigate any negative impacts.

HIE'S EMPLOYER OUTCOMES FOR 2021-25

Legislation requires us to outline a new set of outcomes every 4 years.

Our new employer outcomes are:

- 1. Our employees have an enhanced awareness of mainstreaming equality, diversity and inclusion matters**
- 2. Pathways are in place for our young people to provide structured routes from our Modern Apprenticeships and Graduate Placements to longer term positions with HIE**

FUTURE ACTIONS ON EMPLOYMENT

To support us in achieving our equality aims and outcomes we will:

- Action inclusive recruitment and retention strategies to achieve diverse representation through the organisation
- Appoint executive sponsors to achieve change through transformational leadership
- Adopt an evidence-based approach to tackle gender and ethnicity pay gaps and career progression
- Build managers' capacity to embed inclusive work cultures
- Nurture the next generation of diverse leaders to strengthen talent pipelines
- Use the Scottish Government's Minority Ethnic Toolkit to review recruitment practices

USING OUR EMPLOYEE DATA

We use the employee information we gather to inform a range of policies and employment practices. This enables us to chart trends over time, to highlight areas for investigation of potential discrimination and to provide evidence for people impact assessment. This has enabled us to review the impact of our equality outcome since 2013 and other policy development on employee demographics and working practices.

To enhance the quality of our employee monitoring information, we continue to undertake internal awareness raising to emphasise the importance of all employees reviewing and updating their equalities data. Having up-to-date personal data recorded for all employees is vital to ensure our monitoring is accurate and the data provides a meaningful foundation for taking action to promote equality of opportunity for all employees. A key consideration in achieving this has been reassuring employees on the safeguarding and security of this sensitive and personal information.

Our Staff Forum is a key route for helping us consult and communicate on policies e.g., recently this has included forum members providing feedback on mental health support and our new Mental Health First Aider provision.

We use national campaigns and awareness raising days to help promote a range of events and activities that support the promotion of diversity such as:

- International Women's Day
- International Men's Day
- World Mental Health Day
- Mental Health First Aid provision
- Time to Talk Day
- Cancer Support
- Menopause support
- Disability awareness

We intend to expand the range of subject matters across other areas of interest over the next 2 years.

We are always looking for opportunities to go beyond the statutory provision to demonstrate best practice and meet any specific needs identified through the analysis of employee information and feedback. We have placed a big emphasis on enhancing and developing our internal communication channels to reach across the whole organisation to raise awareness of flexible working, inclusion and diversity.

Under the headings below we have identified key areas of focus for HIE as an employer to help encourage participation of under-represented groups and address specific needs identified from our employee data. In taking this approach we also aim to tackle prejudice and promoting better awareness and understanding across the HIE workforce.

GENDER

HIE's gender split at 31st March 2021 is 64% female, 36% male which remains very consistent with previous years.

Gender Pay Gap

HIE's gender pay gap has consistently reduced since 2007. HIE's most recent gender pay review was based on data as at 1st August 2018, showing a mean gender pay gap of 14.35% across the workforce (11.49% for full time women and 21.22% for part time women). HIE's Chief Executive has traditionally been excluded from the gender pay review as the CEO's salary is not determined by HIE and is not included in this figure. However, when calculating HIE's gender pay gap including the CEO the mean gender pay gap reduces to 13.45%

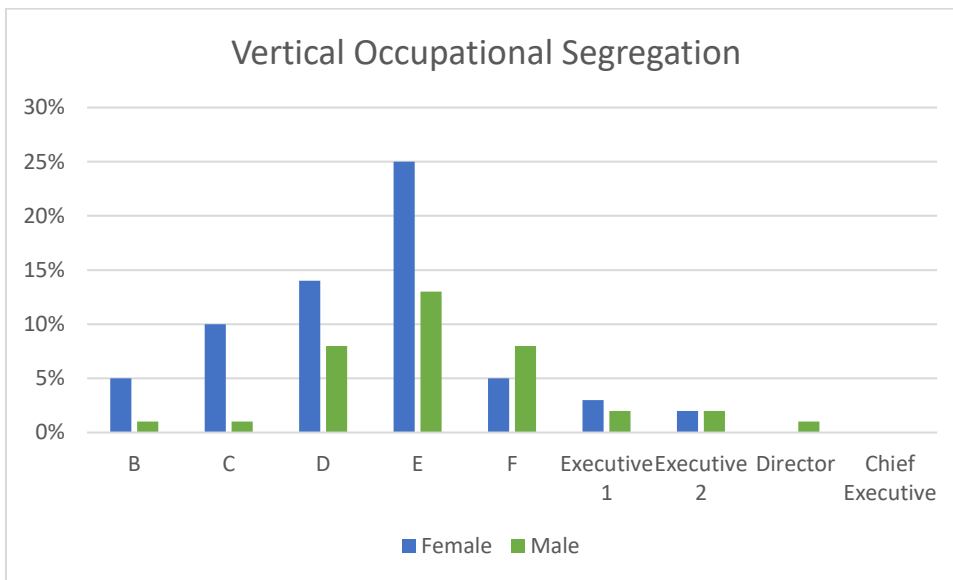
We are currently working on our Gender Pay Gap figures for 2020/21 and will publish the data and findings by separate report ahead of 30th October 2021 reporting deadline.

OCCUPATIONAL SEGREGATION

Occupational segregation is the unequal concentration of men and women in different types of occupation and at different pay levels. It is widely accepted as an indicator of inequality - a barrier which prevents both men and women from fulfilling their potential in the labour market and narrowing the recruitment pool available to employers.

The occupational segregation data displayed in the following chart and tables is effective as at 31st March 2021.

Vertical Occupational Segregation



HIE's gender pay gap primarily reflects a pattern of vertical occupational segregation as illustrated above. Women, particularly those working part time are disproportionately represented at lower and middle grades (Grade B to Grade E). Since 2014 the proportions of both men and women in the lower and middle grades remain relatively unchanged.

Since 2019 we have however seen an increase in the number of women at Executive 1 and 2 Grades and we now have an equal proportion of males and females at Executive 2 grade.

Horizontal Occupational Segregation

| Grade | Service Delivery | | Business Growth | | Communities and Place | | Strategy and Regional Economy | | Business Improvement and Internal Audit | | Finance and Corporate Services | | Human Resources | | Chief Executive's Office | Total |
|-----------------|------------------|-----------|-----------------|-----------|-----------------------|-----------|-------------------------------|-----------|---|----------|--------------------------------|----------|-----------------|----------|--------------------------|------------|
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | | |
| B | * | | | | * | * | | | * | | 6 | * | * | | | 15 |
| C | 8 | * | * | * | 5 | | | | * | | 6 | | * | | * | 30 |
| D | 18 | 9 | 8 | * | * | 7 | 6 | * | * | * | * | * | * | * | | 63 |
| E | 25 | 16 | 12 | 6 | 15 | 5 | 10 | * | * | * | * | * | * | * | | 107 |
| F | * | * | * | 5 | 5 | 7 | | * | * | * | * | * | | | | 38 |
| Executive 1 | | * | | * | 6 | * | * | | | | | | * | | | 15 |
| Executive 2 | * | * | | * | | | | | * | | | | * | | | 10 |
| Director | * | | | * | | * | | * | | | | * | | | | 5 |
| Chief Executive | | | | | | | | | | | | | | | * | * |
| Total | 59 | 34 | 25 | 18 | 36 | 24 | 20 | 12 | 11 | * | 20 | 9 | 9 | * | * | 284 |

The table above shows horizontal occupational segregation – the number of men and women in each directorate (job type). Where there are fewer than 5 employees in any grade within a directorate this is represented by * to avoid inadvertently identifying individual employees. Compared to the workforce composition of 64% women and 36% men, women continue to be slightly overrepresented in support functions (Business Improvement and Internal Audit, Finance and Corporate Services and Human Resources). Men and women continue to be proportionately represented in HIE's customer facing roles (Service Delivery Directorate) at 63% female and 37% male.

Occupational Segregation by Race and Disability

HIE has also gathered occupational segregation information by race and disability since 2009. This shows that the proportions of disabled and minority ethnic staff have remained broadly similar across HIE.

Although those with disabilities are few, they are represented across HIE's grades and in job roles across most directorates.

| Disability by Grade | B | C | E | F | Executive 1 | Total |
|---------------------|---|---|---|---|-------------|-------|
| Disability | * | * | * | * | * | 10 |

| Disability by Directorate | Service Delivery | Business Growth | Business Improvement and Internal Audit | Strategy and Regional Economy | Finance and Corporate Services | Human Resources | Total |
|---------------------------|------------------|-----------------|---|-------------------------------|--------------------------------|-----------------|-------|
| Disability | * | * | * | * | * | * | 10 |

RACE

HIE's workforce is currently made up of 94% White British employees, 3% White Other, 2% preferring not to say and 1% not completing any selection.

HIE therefore have no employees at present who have declared that they are in a BAME category. Within the local population that we serve, the last census shows that ethnic minority populations range from 0.4% to 0.8% across the local authority areas.

We are working to ensure that our processes and procedures (recruitment in particular) are free from any artificial barriers, such as prejudice or a failure to respond to the specific needs of people with different protected characteristics.

DISABILITY



As at 31st March 2021, the number of HIE employees identifying as having a disability is 4% (which is up by 3% on 2019). The figures have not been published by grade or business unit to avoid inadvertently identifying individual employees.

Analysis has however been carried out to understand the spread of disabled people across HIE's workforce by grade and by business unit (job type). This has indicated that there are no areas of concern around vertical or horizontal occupational segregation as disabled employees, although few in number, are represented across HIE's grades and in a variety of job roles across most business units.

The number of employees who have not selected any response to the disability question on our monitoring form, or those who chose prefer not to say, have both reduced. The number of employees who have selected “no disability” has increased to 18% (from 4% in 2019). We are pleased to see that more employees are willing to declare a selection as this will help us to ensure our policies and processes best support the needs of our employees.

Case Study

I have been employed with HIE for almost 33 years having started as an apprentice back in 1988. Over the years I have had some very challenging health concerns to deal with and as such I have required time off work for absence, appointments, and treatment at fairly regular intervals. I have really appreciated the support I have received from HIE as it has been very important for me to maintain employment continuously over the years, including through a major operation, and be able to contribute my best to my work throughout.

Some support that stands out - I have particularly appreciated being consulted on physical workplace adaptations during office moves, being offered bespoke software, equipment and stationery to support my requirements, along with ongoing support from Human Resources and our Occupational Health Service in terms of how best to balance my work demands and responsibilities alongside spikes in ill-health.

In the past I have also benefited from the use of a private room to administer medical treatment during the working day, and continue to enjoy flexibility to have time off to attend appointments and work from home on occasions (before we were all working from home due to Covid-19!).

One of the best things about working for HIE has been the flexibility shown by the organisation in amending my working pattern and conditions at times when I needed to adapt my working arrangements to support my health. Other employers may not have been so understanding or accommodating.

Gary Matheson – Shared Services Manager

We will continue to explore the experiences of employees in more depth particularly in relation to disability. HIE is recognised as a Disability Confident employer and as such has reached the 2nd level of the Government’s Disability Confident Scheme. HIE has therefore demonstrated that it has met all core criteria associated with the “themes” of the level 2 standard. We are currently reviewing the criteria associated with the next and top level of the scheme – Disability Confident Leader – with a view to seeking accreditation in due course.

As well as meeting the specific and varied needs of any disabled employees through a range of reasonable adjustments, we have also considered the needs of employees caring for disabled dependents. There have been a number of examples where existing employees have acquired caring responsibilities while in our employment. This has included the care of disabled children where a range of flexible working arrangements have been put in place and time off agreed to cope with treatment and therapy.

AGE

HIE's workforce is ageing with an average employee age of 48. Previously; 45 in 2015 and 2017, 47 in 2019, 48 in 2021. Employees who are 55 years old and above now make up 30% of our workforce (compared to 25% in 2019). We are aware that the percentage of 18-24 year olds and 25-29 year olds has decreased in the last 2 years as only 5% of our workforce are now under 30 years old. Although this number has decreased several employees who initially started with us as graduate placements or modern apprentices have secured promoted positions and have gone on to develop their careers within HIE and now fall out with this age range.

To support our younger employees, we continue to provide 100% financial support for further education/professional qualifications, offer short term placements, offer employment and training of modern apprentices, continue to develop of our in-house graduate placement programme and continue our commitment to Investors in Young People (for which we were reaccredited at Gold standard for 2021).

Case Study

Jeralyn Mackenzie, 65, and has worked for Highlands and Islands Enterprise for over 45 years, mainly in HR. She reduced her hours from full-time to three days a week (21 hours) about five years ago.

"I worked full-time from when I was 19 and reaching 60 was a real milestone. I'd done a lot of caring for my parents, who've sadly since passed on, which meant I couldn't go on holiday for many years. I didn't want to stop working completely. I still enjoy my job and work hard. But I realised I had my health and a desire to travel, and I wanted more flexibility in my life, hence the decision to go part-time.

I make use of my annual leave to go on several holidays a year now. I believe in the phrase 'carpe diem' – you get one chance at life and you have to make the most of it. A couple of colleagues have died well before their time and it has proved to me that if you put things off for too long, they might never happen.

When I'm home, I use the extra time for simple things, whether that's meeting a friend for lunch, doing housework in a more leisurely way, or not feeling guilty if I spend a morning devouring a good library book. I don't have to constantly watch the clock to shoehorn everything in, I can do things in a more comfortable and flexible way. I love it! My epitaph certainly won't read 'I wish I spent more time in the office'."

Jeralyn Mackenzie, HR Co-ordinator

We are also very aware of the different needs of our older employees as they plan their eventual retirement. With an ageing workforce we need to retain key skills, knowledge and experience while also facilitating a range of flexible options and a phased approach on the run up to retirement. Having the ability to retain valuable knowledge, skills and expertise by offering a flexible approach to phased retirement and planning for succession is critical. We have explored differing work styles/expectations across inter-generational groups and we continue to work with

Age Scotland to focus on addressing the issues presented by HIE's demographics and supporting our employees with flexible opportunities to extend working life beyond traditional retirement ages.

RELIGION AND BELIEF

The types of religions declared by our employees have remained consistent since 2019. The percentage of employees who have not declared a response to whether they follow a religion or belief has decreased from 16% (2019) to 13%. Those who have declared that they "prefer not to say" has remained almost the same as previous years. We aim to continue to foster good relations between those with different religious beliefs and raise awareness of different backgrounds and cultures.

SEXUAL ORIENTATION

We have received feedback from employees suggesting they would like to see more promotion of LGBT+ information and support within HIE.

We have therefore offered an opportunity for employee attendance at the "Westminster Insight's LGBT+ at Work Digital Conference" in July 2021 with the aim of taking advice, tips and tools suggested at the conference to help us to promote more open conversations, provide guidance and resources for employees and managers to support LGBT+ employees, and to help us to identify any barriers, challenges or stigmas.

In future we also hope to create an employee LGBT+ network to help support internal peer support.

GENDER IDENTITY

HIE includes gender identity in recruitment and workforce monitoring to ensure that our policies and practices are responsive. However due to small numbers we do not publish this information. We have no data to suggest that there are any actions required regarding this area of work at present.

PREGNANCY AND MATERNITY

Between 1st April 2019 and 31st March 2021, we have supported 15 employees during their pregnancy and maternity leave. All those who have taken maternity leave during this period have returned to work, of which 33% reduced or amended their work pattern following their return. This has increased from 18% in 2019. HIE accommodates employee requests for different work arrangements where possible.

We continue to encourage returning mothers to use Keeping in Touch days to support their return to work. Many returning mothers also use their accrued annual leave to phase back to work.

Our peer support network for breastfeeding continues to provide support for mums to discuss any specific issues or queries and signpost to useful information.

We are aware that the covid-19 restrictions during 2020/21 have had a significant impact on mothers who were pregnant or on maternity leave during this period and their children. HIE offers

a range of support for working parents which can be used to provide flexibility to balance family and work commitments and may be required to help alleviate the impact of the pandemic on new mothers (for example to support bonding, socialising, and introduction to care providers).

Employees can use their accrued annual leave flexibly (our entitlement is significantly more than the statutory annual leave allowance), parental leave, and special leave as well as flexible working hours during their return to work.

APPENDIX A – HIE EMPLOYEE INFORMATION – 2021

In line with our statutory duty, we measure diversity in our organisation by monitoring numbers with protected characteristics in:

- The composition of our workforce
- Recruitment and new starts
- Internal promotions
- Training and development
- Employees who have left the organisation

Where numbers are less than 5 they are marked as * to protect anonymity.

There were a small number of capability, disciplinary and grievance issues over the past year however the numbers are too small to report upon. HIE continues to monitor capability, disciplinary and grievance policies, and processes to ensure they advance equality and eliminate discrimination.

Whole Workforce Composition

GENDER

| | 2019 | 2019 | 2021 | 2021 |
|--------|------|------|------|------|
| Female | 195 | 65% | 183 | 64% |
| Male | 106 | 35% | 101 | 36% |
| Total | 301 | | 284 | |

RACE

| | 2019 | 2019 | 2021 | 2021 |
|-------------------|------|------|------|------|
| White British | 258 | 86% | 266 | 94% |
| White Irish | | | * | * |
| Other White | 9 | 3% | 9 | 3% |
| White Other | | | * | * |
| Prefer not to say | 6 | 2% | 5 | 2% |
| No data held | 27 | 9% | * | * |
| Total | 301 | | 284 | |

DISABILITY

| | 2019 | 2019 | 2021 | 2021 |
|-------------------|------|------|------|------|
| Disability | * | 1% | 10 | 4% |
| No Disability | 12 | 4% | 50 | 18% |
| Prefer not to say | * | 1% | * | * |
| No data held | 285 | 95% | 222 | 78% |
| Total | 301 | | 284 | |

AGE

| | 2019 | 2019 | 2021 | 2021 |
|-------|------|------|------|------|
| 18-24 | 6 | 2% | * | 1% |
| 25-29 | 30 | 10% | 11 | 4% |
| 30-34 | | | 12 | 4% |
| 35-39 | 84 | 28% | 26 | 9% |
| 40-44 | | | 56 | 20% |
| 45-49 | 106 | 35% | 45 | 16% |
| 50-54 | | | 46 | 16% |
| 55-59 | 66 | 22% | 51 | 18% |
| 60-64 | | | 24 | 8% |
| 65+ | 9 | 3% | 10 | 4% |
| Total | 301 | | 284 | |

RELIGION AND BELIEF

| | 2019 | 2019 | 2021 | 2021 |
|--------------------|------|------|------|------|
| Church of Scotland | 99 | 33% | 85 | 30% |
| Other Christian | * | 1% | 20 | 7% |
| Protestant | 21 | 7% | * | * |
| Roman Catholic | 18 | 6% | 19 | 7% |
| Other religion | * | 1% | | |
| No religion | 99 | 33% | 107 | 38% |
| Prefer not to say | 12 | 4% | 15 | 5% |
| No data held | 48 | 16% | 36 | 13% |
| Total | 301 | | 284 | |

SEXUAL ORIENTATION

| | 2019 | 2019 | 2021 | 2021 |
|-------------------|------|------|------|------|
| Heterosexual | 240 | 80% | 238 | 84% |
| Homosexual | 6 | 2% | * | 1% |
| Prefer not to say | * | * | * | 1% |
| No data held | 54 | 18% | 40 | 14% |
| Total | 301 | | 284 | |

GENDER IDENTITY

| | 2019 | 2019 | 2021 | 2021 |
|----------------------------------|------|------|------|------|
| Same Gender as assigned at birth | 238 | 79% | 217 | 76% |
| Prefer not to say | 6 | 2% | 5 | 2% |
| No data held | 57 | 19% | 62 | 22% |
| Total | 301 | | 284 | |

MARRIAGE AND CIVIL PARTNERSHIP

| | 2019 | 2019 | 2021 | 2021 |
|-------------------|------------|------|------------|------|
| Single | 61 | 20% | 54 | 19% |
| Partner | 27 | 9% | 22 | 8% |
| Married | 193 | 64% | 189 | 67% |
| Civil Partnership | 0 | 0 | 0 | 0 |
| Separated | 8 | 3% | 8 | 3% |
| Divorced | 10 | 3% | 10 | 4% |
| Widowed | * | | * | |
| Total | 301 | | 284 | |

PREGNANCY AND MATERNITY

| | 2019 | 2019** | 2021 | 2021** |
|--|-----------|-------------|-----------|-------------|
| Advised of pregnancy but not yet started maternity leave (as at 31/03/2021) | No data | No data | * | 13% |
| On maternity Leave (as at 31/03/2021) | 5 | 29% | * | 13% |
| Returned to work – reduced hours or amended work pattern (between 01/04/2019-31/03/2021) | * | 18% | 5 | 33% |
| Returned to work – same work pattern as prior to maternity leave (between 01/04/2019-31/03/2021) | 9 | 53% | 6 | 40% |
| Did not return | 0 | 0 | 0 | 0 |
| Total | 17 | 100% | 15 | 100% |

(** % of those who are pregnant or on maternity leave)

FULL TIME AND PART TIME EMPLOYEES

| | 2019 | 2019 | 2021 | 2021 |
|--|------------|------|------------|------|
| Full Time – Standard full time hours – 35 hours per week across normal business hours (Monday – Friday 9am – 5pm with local flexibility) | 202 | 67% | 187 | 66% |
| Full Time – Compressed / flexible work pattern | 36 | 12% | 41 | 14% |
| Part Time | 63 | 21% | 56 | 20% |
| Total | 301 | | 284 | |

There continues to be an increase in staff working full time compressed / flexible working arrangements from 8% in 2017 to 12% in 2019 to 14% in 2021.

Between 1st April 2019 and 31st March 2021 HIE received 24 flexible working applications. This has decreased significantly on the previous period (between 1st April 2017 and 31st March 2019) when 67 requests were made. We suspect the reduction is due to the working from home guidance in relation to the covid-19 pandemic restrictions. From March 2020, to date, all HIE employees have been working from home and offered additional flexibility to undertake their working hours in a flexible way to assist with balancing home-schooling, childcare and caring commitments alongside their work.

Recruitment

All equality data gathered for recruitment includes both internal and external applicants. HIE will work to improve reporting to allow separate analysis.

The following data refers to the period of recruitment between 1st April 2020 and 31st March 2021.

The following data provides a breakdown of the applicants and the appointments made (broken down by protected characteristics) for applicants who chose to complete the equality questions. Not all candidates chose to complete all questions.

GENDER

| Type | Applications | Interviews | Offers | Hires |
|--------------------|--------------|------------|--------|-------|
| Gender | | | | |
| Male | 29 | * | 0 | 0 |
| Female | 18 | 9 | * | * |
| Declined to answer | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

RACE

| Type | Applications | Interviews | Offers | Hires |
|---------------------------------|--------------|------------|--------|-------|
| Ethnicity | | | | |
| Black or Black British: African | * | 0 | 0 | 0 |
| White: British | 7 | 0 | 0 | 0 |
| White: English | 5 | * | * | * |
| White: European | * | * | 0 | 0 |
| White: Other | * | 0 | 0 | 0 |
| White: Scottish | 27 | 8 | * | * |
| Total | 48 | 11 | * | * |

DISABILITY

| Type | Applications | Interviews | Offers | Hires |
|--------------------|--------------|------------|--------|-------|
| Disabled | | | | |
| No | 43 | 11 | * | * |
| Declined to answer | * | 0 | 0 | 0 |
| Yes | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

AGE

| Type | Applications | Interviews | Offers | Hires |
|-------------------|--------------|------------|--------|-------|
| Age | | | | |
| 16 - 24 years | * | 0 | 0 | 0 |
| 25 - 34 years | 8 | * | 0 | 0 |
| 35 - 44 years | 14 | * | * | * |
| 45 - 54 years | 15 | 6 | * | * |
| 55 - 64 years | 8 | * | 0 | 0 |
| 65 and above | * | 0 | 0 | 0 |
| Prefer not to say | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

RELIGION AND BELIEF

| Type | Applications | Interviews | Offers | Hires |
|-----------------------------------|--------------|------------|--------|-------|
| Religion | | | | |
| None | 19 | * | 0 | 0 |
| Church of Scotland / Presbyterian | 10 | * | * | * |
| Prefer Not to Say | 5 | * | * | * |
| Another religion or belief system | * | 0 | 0 | 0 |
| Other - Christian | 8 | * | * | * |
| Roman Catholic | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

SEXUAL ORIENTATION

| Type | Applications | Interviews | Offers | Hires |
|---------------------------|--------------|------------|--------|-------|
| Sexual Orientation | | | | |
| Heterosexual / Straight | 42 | 9 | * | * |
| Prefer Not to Say | 5 | * | * | * |
| Gay Woman / Lesbian | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

GENDER IDENTITY

| Type | Applications | Interviews | Offers | Hires |
|------------------------|--------------|------------|--------|-------|
| Gender Identity | | | | |
| Yes | 47 | 11 | * | * |
| Prefer not to say | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

MARITAL STATUS

| Type | Applications | Interviews | Offers | Hires |
|-------------------------------|--------------|------------|--------|-------|
| Marital status | | | | |
| Married/Civil Partnered | 30 | 10 | * | * |
| Widow/Surviving Civil Partner | * | 0 | 0 | 0 |
| Common Law/Co-Habiting | 5 | 0 | 0 | 0 |
| Single | 6 | * | 0 | 0 |
| Prefer not to say | * | 0 | 0 | 0 |
| Divorced/Dissolved | * | 0 | 0 | 0 |
| Total | 48 | 11 | * | * |

Promotions

Between 1st April 2020 and 31st March 2021 HIE had 4 employees move to promoted posts and 1 temporary promotion. There have also been 3 job evaluation re-gradings which have resulted in grade increases.

GENDER

Of these 8 promotions 3 were female and 5 males.

RACE

All 8 employees have declared an ethnic origin of White British.

DISABILITY

Of the 8 promotions, 2 had declared they did not have a disability and there was no data recorded for 6 employees.

AGE

| Age Banding | Number of promotions |
|-------------|----------------------|
| 35-39 | 1 |
| 40-44 | 2 |
| 45-49 | 2 |
| 50-54 | 2 |
| 55-59 | 0 |
| 60-64 | 1 |
| Total | 8 |

PREGNANCY AND MATERNITY

During 2019/20 HIE offered a promoted post to an employee whilst she was on maternity leave. The employee was supported to continue her maternity leave until such time as she was able to return to work to take up the new position. Following her return to work she was allowed an amended work pattern to assist her in phasing back to work and balancing her new role alongside her home commitments.

The figures for Religion and Belief, Marital Status and Gender Identity are too small to publish for promotions.

Training and Development

Since the introduction of Covid-19 mandatory working from home guidance in March 2020 we have provided employees with access to online training sessions, E learning modules and webinars. These are available to all employees and with the increased use of technology in the delivery of training participation has even increased in some areas e.g. as training sessions are shorter and more accessible.

Where places have been limited, for example line manager development sessions, they have been allocated depending on the urgency of the training need and the size of the team being managed.

A key training session during 2020 was initial training for new Mental Health First Aiders. HIE have 12 MHFA's – 7 female and 5 males who vary in age banding, service banding and across grades C to Executive 2.

We are currently working to improve our training database (waiting lists, bookings, cancellations, and attendance history) to improve reporting across all characteristics and hope to provide more detailed data in due course.

Leavers

During 2020/21 HIE had 19 leavers. Total turnover for the year is 6.7% (down from 10.6% in 2018/19).

GENDER

Of the 19 leavers, 14 were females and 5 males.

RACE

Of the 19 leavers, 16 leavers were White British, 1 had selected "prefer not to say" and there was no data recorded for 2 leavers.

DISABILITY

Of the 19 leavers, 2 had declared they did not have a disability, 1 had selected "prefer not to say" and there was no data recorded for 16 leavers.

AGE

| Age Banding | Number of leavers |
|--------------|-------------------|
| 18-24 | 1 |
| 25-29 | 0 |
| 30-34 | 2 |
| 35-39 | 2 |
| 40-44 | 2 |
| 45-49 | 0 |
| 50-54 | 0 |
| 55-59 | 2 |
| 60-64 | 7 |
| 65+ | 3 |
| Total | 19 |

RELIGION AND BELIEF

| | 2021 |
|--------------------|-----------|
| Church of Scotland | 7 |
| Other Christian | 1 |
| Protestant | 1 |
| No religion | 6 |
| Prefer not to say | 1 |
| No data held | 3 |
| Total | 19 |

SEXUAL ORIENTATION

79% of the leavers had declared they were heterosexual, and there was no data recorded for 21%.

PREGNANCY AND MATERNITY

None of the leavers had declared to HIE they were pregnant, and none left whilst on maternity leave.