

EQUALITY MAINSTREAMING

2015



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

EQUALITY MAINSTREAMING REPORT 2015

In 2013 HIE published our [first Equality Mainstreaming report](#). This outlined HIE's equality outcomes 2013-17, how we mainstream equality across HIE's functions, employee demographic information, equal pay and occupational segregation data and HIE's Equal Pay Statement.

HIE's Equality Mainstreaming Report 2015 reviews our progress since then and identifies areas we will focus on over the next two years. HIE's Equality Advisory Panel, which comprises individuals and agencies who represent peoples' views and experiences in relation to the protected characteristics set out in the Equality Act 2010 as well as business and community representative bodies, has helped shape the content of the report.

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1. BACKGROUND

Highlands and Islands Enterprise's (HIE's) [purpose](#) is to generate sustainable economic growth across the Highlands and Islands and our vision is that the Highlands and Islands is a highly successful and competitive region in which increasing numbers of people choose to live, work, study and invest. We deliver this through four priorities:

- supporting businesses and social enterprises to shape and realise their growth aspirations
- strengthening communities and fragile areas
- developing growth sectors, particularly distinctive regional opportunities
- creating the conditions for a competitive and low-carbon region

We can play a significant role in supporting [Scotland's Economic Strategy](#) which overtly recognises the interdependence of sustainable economic growth and tackling inequality as mutually supportive objectives. Encouraging inclusive growth not only supports a strong, vibrant and diverse economy but also ensures that growth is shared, creating greater prosperity and fairness for all.

We recognise the impact of unemployment, under-employment, in-work poverty and the gender pay gap on people, on businesses and on economic growth. We are also aware of the barriers faced by some rural or fragile communities in accessing services. HIE is well placed to support an economic framework which values fair work, finding ways to support the adoption of the living wage and the emerging role of the Scottish Business Pledge, through our use of procurement and by exploring the workforce and community benefits of increased access to childcare. Addressing inequality is an integral part of [HIE's Operating Plan 2015-18](#).

This report sets out how we address inequality both strategically and in the day to day delivery of our functions. Much of the progress we have made and our plans for future activity align well with Scotland's Economic Strategy and other bodies as articulated in [One Scotland - the Scottish Government's Programme for Scotland 2014-15](#), [the Scottish Human Rights Action Plan \(SNAP\) and Year one Report 2014](#) and the [Commission for Developing Scotland's Young Workforce Report 2014](#).

Our approach to equality and diversity is founded on the provisions of the [Equality Act 2010](#) and the [Public Sector Equality Duty](#) as enabling frameworks which help focus our activity and achievements.

The Equality Act 2010 places on HIE a requirement (the General Equality Duty) to consider the need to:

- **eliminate unlawful discrimination, harassment and victimisation**
- **advance equality of opportunity.** We can do this by:
 - removing or minimising disadvantage
 - meeting needs which are particular to some groups of people
 - encouraging participation of under-represented groups
- **foster good relations.** We can do this by:
 - tackling prejudice and promoting understanding

The aim of the General Duty is to integrate equality into HIE's day to day activities. It applies across all of HIE's functions, including our employment function and functions carried out by

others on our behalf. 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.

HIE is able to address inequality in a range of ways: through our own activities, through contact with businesses, social enterprises and communities, with partners, as an employer and as a policy influencer. Although we deliver some projects and programmes ourselves, our primary role is not as a direct service provider. Therefore, whilst ensuring that our own programmes and employment don’t discriminate, directly or inadvertently, we play a significant role in delivering the General Equality Duty by advancing equality through our influencing role. We also contribute to fostering good relations by tackling prejudice in our communities, in conjunction with partner agencies.

This approach relies on HIE having a well-informed workforce which understands how we can do this in a way which supports our relationship with the businesses and communities of the Highlands and Islands. HIE seeks to act as an exemplar employer, demonstrating the business benefits of an inclusive employment culture and building on a strong tradition of going beyond legislative minimum in our application of the equality duties.

This mainstreaming report outlines what we have achieved since 2013, how we will progress our outcomes towards 2017 and progress we are making in mainstreaming equality across HIE.

Case studies illustrate our impact on individuals or how we consider equality in delivering our functions.

2. KEY POINTS AT A GLANCE

Young people and employment

HIE's policies and support for a range of initiatives have increasingly helped young people move into suitable employment in the Highlands and Islands.

The number of placements delivered by the ScotGrad Graduate Placement Scheme increased from 40 in 2011 to 82 in 2014. Of these graduates:



The Working with Social Enterprise programme exceeded targets for young people's participation by 52% with 259 young men and women taking part.

Supporting school based programmes has continued to provide young people with skills and knowledge for their future careers, including encouraging young women to consider careers in science, technology, engineering and maths (STEM).

In January 2015 HIE became one of the first public sector bodies in Scotland to achieve Investors in Young People (IYYP) accreditation.

Since 2009 the proportion of young people aged 16-24 in HIE's workforce has increased from

2.59% to 5.7%

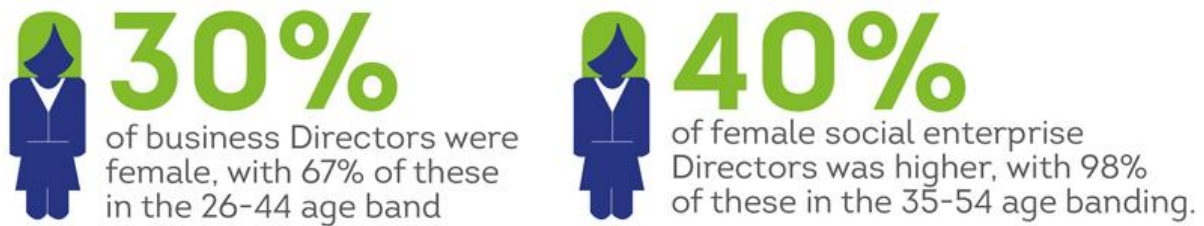
We are carrying out research in 2015 to establish which policy interventions have made the greatest difference for young people, including how they have affected young disabled people, gay men and women and those from a minority ethnic background.

Improving robust analysis of equality monitoring will help us develop a more informed and refined approach to programme delivery in support of achieving our equality outcome.

Women and leadership

Increasing the proportion of women on HIE's leadership and entrepreneurship programmes will help address under-representation of women at leadership levels across the Highlands and Islands.

Analysis of information provided by HIE business panel survey respondents in 2014 indicated that:



By 2013 women represented between 13% and 36% of participants on HIE's leadership and entrepreneurial programmes, indicating that we have to increase the number of women accessing our programmes if we are to address under-representation.

Adopting a gender-aware approach in 2013 to the Leadership for Growth Programme in the Outer Hebrides resulted in women representing 41% of potential and 45% of actual participants. This suggests that this approach makes a difference.

Analysis of Entrepreneurship Masterclasses 2012-14 indicated that women represented 37% of participants.

Three of HIE's five senior leaders (Directors and Chief Executive) are female. HIE is also committed to the Scottish Government's target to ensure equal numbers of male and female Board members by 2020.

Continuing to work with national initiatives such as Women's Enterprise Scotland will help HIE identify ways to increase women's contribution to growing the economy.

Gathering leadership demographic data (on gender, age, race and disability) from 2015 on our account managed businesses and social enterprises will provide robust benchmark data.

Routine gathering and analysis of programme participation data will strengthen our ability to chart and address changes in women's representation over time.

HIE Employment – flexible working and business travel

A focus on flexible working, business travel and remote working technology is helping HIE to reduce disadvantage currently experienced by some employees, particularly women, disabled employees and some age groups.

Requests for flexible working increased from **THREE** in the year 2012/13 to **TEN** in 2013/14 and **EIGHTEEN** in 2014/15

Carers (primarily women) and employees who have a long term health condition or a disability benefit from flexible working when managing personal and work commitments.

Of HIE employees who undertake business travel men on average carry out more journeys per annum (10.87 compared to 8.69 for women) and have more overnight stays (8.55 per annum compared to 7.19 for women).

Adoption of remote access technologies has opened up opportunities such as promotion to employees based across the Highlands and Islands.

Since 2012 27% of vacancies were advertised with the option of a flexible office location.

Hate Free Highland (HFH)

Identity based hate crimes and incidents are under-reported.

This partnership initiative aims to increase reporting rates for hate crimes and incidents and assist third party agencies to provide support for victims and witnesses.

Incidents logged through HFH online reporting to date showed that 41% concerned racism, 14% social origin, 13% disability, 11% sexual orientation, 9% religion or belief, and 6% each for age and gender.

Incidents occurred in both urban and rural settings across Highland.

A Highland Council attitudes survey in 2013 showed that people in Highland had greatest concern about crime related to race (18%) or disability (16%-18% depending on the nature of the disability).

Early work on this outcome focussed on aligning the Hate Free Highland online reporting tool with that of Police Scotland.

During 2015 an event for third party reporting agencies will refresh training and introduce third party reporting to new individuals or agencies.

Mainstreaming equality

We have revised our approach to equality (people) impact assessment, our main tool for mainstreaming equality across HIE. An annual schedule of strategic impact assessments now targets resources for greater impact.

During 2015/16 we will deliver training for Board members, Leadership Team, Equality and Diversity Board, external Equality Advisory Panel and senior managers, including those doing strategic people impact assessments.

The training explores the strategic context within which HIE operates, persistent areas of inequality in the economy of the Highlands and Islands and how HIE can have greatest strategic impact.

All HIE employees have increasing access to online training, both generic and specific, strengthening their ability to integrate equality into day to day activities.

almost 40% of our workforce

By April 2015 the "Addressing Inequalities" roadshow had been delivered to 99 employees with delivery continuing in 2015/16.

Research, commissioned with Scottish Enterprise and Skills Development Scotland, has updated baseline information on the equality issues facing growth sectors. Findings are currently being analysed and will inform future decision-making.

During 2015 we will also undertake a study to explore patterns of occupational segregation in the Shetland economy. In particular this identifies the contribution which women could make to the economy if barriers to participation in high value jobs were removed.

Employee information

HIE's gender pay gap continues to fall, reducing to 15.94% from 18.25% in 2012. This reflects narrowing of the gap primarily for senior women.

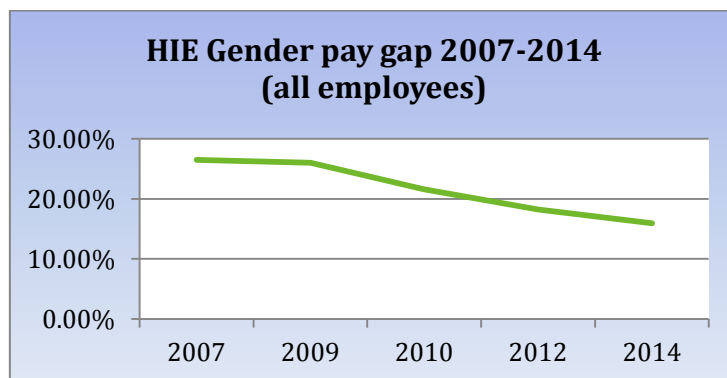


Figure 1: HIE's narrowing gender pay gap 2007 - 2014

Both men and women are well represented in account management roles. Women continue to be over-represented in support functions and men in finance and corporate services.

Key points drawn from employee monitoring information in 2014 included:

- Part time working : there was a slight increase by male employees and a slight reduction by female employees – information was gathered for the first time on full time flexible working, which is an increasing pattern across HIE
- Disability: there continued to be low disclosure rates – employees have been encouraged to disclose personal data, specifically on disability, resulting in higher disclosure rates in 2015 data
- Young people: there was a high proportion of leavers in the 16-34 age group, many relating to the end of placements or external promotion opportunities. We will explore opportunities to increase promotion prospects for young people within HIE

3. HIE'S EQUALITY OUTCOMES 2013-17

HIE's equality outcomes aim to address disadvantage faced by young people in employment, under-representation of women in leadership roles, disadvantage faced by employees working in dispersed locations and prejudice faced by a range of people living in our communities.

Appendix A of this report maps HIE's suite of equality outcomes against the protected characteristics and each of the "needs" of the General Equality Duty.

This section outlines the rationale underpinning our outcomes, action we have taken and progress we have made towards achieving them and our plans looking ahead to 2017.

a) Equality outcome One

An increasing number of young people aged 16-24 move into suitable employment in the Highlands and Islands as a result of HIE's influence and involvement

National Outcomes :

We realise our full economic potential with more and better employment opportunities for our people

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

HIE priorities :

Supporting businesses and social enterprises to shape and realise their growth aspirations

Developing growth sectors, particularly distinctive regional opportunities

Creating the conditions for a competitive and low carbon region

General duty needs addressed

Advancing equality of opportunity

Protected characteristics covered

Age

Rationale

We know that young people's employment prospects were disproportionately affected by the recession¹, with unemployment levels rising more for 16 – 24 year olds than other age groups. Young people told us in 2009² that suitable employment opportunities, including graduate level opportunities, wage rates and opportunities for career progression were significant factors in enabling them to continue to live in or move to our area. Many young people chose to leave the area and there is an "age gap" in the population of the Highlands and Islands, with 18,500 fewer young people, particularly young women, aged 15–30 than would be expected when compared with the national population distribution.

Our research also told us that young disabled people were more concerned than others about accessing services and employment opportunities. Although less concerned about economic issues, young gay and lesbian people were more likely to want to leave the area. This reflects Stonewall's findings³ that issues such as workplace culture can result in young LGBT people leaving rural areas.

The Highlands and Islands Regional Skills Investment Plan 2014⁴ also noted this deficit of skilled people in the 15-39 age group and the need to take action to address this. In 2015 young people are still more likely to be unemployed than other age groups.

¹ <http://www.scotland.gov.uk/Resource/0039/00396371.pdf>

² <http://www.hie.co.uk/regional-information/economic-reports-and-research/archive/youth-migration.html>

³ http://www.stonewallscotland.org.uk/documents/city_lights__final.pdf

⁴ <http://www.skillsdevelopmentscotland.co.uk/resources/skills-investment-plans/highlands-and-islands-skills-investment-plan/>

Improving the employment prospects of young people in the Highlands and Islands not only impacts on young people themselves but will help support both population retention and business growth. Long term in nature, our approach aims to contribute to reducing youth unemployment and to reducing the “age gap” of young people across the Highlands and Islands. One of our 2020 ambitions is to be “an attractive region for young people” and we are currently refining our overarching route-map to articulate how we bring the strands of diverse projects and programmes together to achieve this ambition.

Actions taken and progress made

HIE’s supportive policies and initiatives have increasingly made a difference for many young people choosing between living in the Highlands and Islands and leaving the area.

Our flagship project, the [ScotGrad Graduate Placement Programme](#), has given graduates and under-graduates the opportunity to develop their skills and knowledge locally in a real business environment. The programme has enabled 248 people, the vast majority being young people, to live and work in the region since it began in 2010, with 40 placements in the first full year (2011) increasing year on year to 82 placements in 2014. Of these 24% have been in fragile areas and 24% in areas of employment deficit where employment opportunities are particularly hard to secure. For many graduates this has led to longer term employment with 45% kept on by their employer and 70% going into positive destinations in the region.

Graduates have told us that they benefited in relation to employability, skills and earning potential as articulated by Gemma Gordon: *“I always wanted to return home, but I never thought I would be able to get a graduate level job on Skye, so I’m delighted to have secured this graduate placement with Skyeskyns through ScotGrad”*. Gemma has been kept on with Skyeskyns on a permanent contract to develop International Business leads.

ScotGrad placements – you can find employers’ and graduates’ views on the [HIE website](#) including:

“Before the course, I thought of my placement as a job, whereas now I think of it as the beginning of a (hopefully) successful career”



**Figure 2: Amanda Matheson,
Stornoway Port Authority**

“Personally I feel my confidence has increased greatly since the start of my placement, and I now have a lot more faith in my abilities.”



**Figure 3: Natalie Halleron, Voluntary
Action Orkney**

The programme has benefitted both men and women and has supported disabled graduates seeking suitable placements. Throughout the programme we have sign-posted employers to good practice on inclusive recruitment, encouraging businesses to develop progressive workplace practices. It has proved challenging, however, for some ethnic groups to secure placements due to visa requirements. To address this TalentScotland will deliver employer workshops on Immigration and Visa issues from 2015.

Consequently, although the equality outcome primarily addresses disadvantage faced by young people, our approach has ensured that it also considers how to overcome disadvantage experienced by young people in relation to other protected characteristics.

The **Youth Employment Accelerator** helps young people into employment, particularly in the creative industries sector. Building on existing relationships between the Iron Works venue in Inverness, HIE, Skills Development Scotland, Department of Work and Pensions and others it enhances the business skills of young people in the environment of a live music venue. There are currently 29 participants, including young people distanced from the labour market such as single parents, ex-offenders and long term unemployed, who access training, employment, apprenticeships and internships.

Twenty year old **Jordan Cooper** was part of the project pilot and has subsequently worked with a range of people in the industry.



'Since finishing my Music Business Course at Glasgow Kelvin College I have been thrown right into some amazing work! I got to work on shows at the Ironworks, which has now become my full time place of employment. This covered everything from band and dance nights including a sell out show with twin Atlantic, to wrestling, darts and conferences. I have also been able to work at festivals such as Wickerman & Belladrum helping run the Go North stages. Even more amazingly, I was flown to Sweden to work with some of the EXCITE partners providing tour support for Ella the Bird's (Siobhan Wilson) Swedish tour dates. The support has also been fantastic in helping me set up my own record label and a club night, which I would not have been able to do without this input'

Figure 4: Jordan Cooper, Youth Employment Accelerator programme

Graduate level employment, while important, is not relevant for all young people. HIE also supports a range of programmes which improve employment opportunities for a wide range of young people. These have resulted in many young people finding suitable employment.

Students on the **Gaelic Summer Placement scheme** work with organisations engaged in Gaelic and community development activity. Students reported enhanced employment or career options (72%) as a result of their placement and 92% were more optimistic about their prospects. They also reported they were more likely to seek employment in their home area, including jobs which involved or required Gaelic; “I was very thankful for the placement; it directly changed my plans for the better.”

Working with Social Enterprise (WwSE)

focusses on social enterprise, measuring social impact, and how to develop as a leader with peers in the community. Participation in programmes specifically for young people aged 18-24 years exceeded our target by 52% with 259 young men and women taking part.

Also supporting young people in social enterprise and community settings the **Growth for Leadership / Wide Horizons Programmes** provide personal development and leadership skills for young people not in education, training or employment. Through the Wide Horizons Programme 155 young people received certificates at various levels up to ILM (Institute of Leadership and Management) level 5. To date 73 are in positive destinations after 6 months.

The strength of the **Crofting Connections programme** is involving young primary and secondary pupils through to the transition into work. It helps build vibrant and inclusive communities which are resilient to environmental, social and economic challenges. In September 2014, 135 schools were engaged in the project. The Kenyan Connections projects, a Scotland Commonwealth 2014 legacy, helps pupils in Kenya and Scotland to explore both local and global food systems, increasing their knowledge in world cultures.

Finally, a particular focus of some programmes is to support the learning and employment of young men and women in **science, engineering, technology and mathematics (STEM)** related careers. Women are under-represented in many of these careers and a key focus of these programmes is to provide role models and opportunities to help address gender under-representation in related sectors:

- **Bridge to Employment** – launched in May 2014 this programme has worked with 11 schools and 110 pupils, involving both male and female role models across the health care sector.
- **Apps for Good** - empowers young people aged 11-18 years to create solutions to problems they care about using technology. Wick High School won the national “Apps for Good” award and their proto-type app was redeveloped / re-launched professionally.
- **STEM Ambassador Programme** – encourages young men and women to study STEM subjects as a route into related careers. Of the 388 Ambassadors currently working with the programme 41% are women, 49% under age 35 and 2% are Black, Asian or of an Ethnic Minority.

HIE has also made a positive impact as an employer. In January 2015 HIE became one of the first public sector bodies in Scotland to achieve Investors in Young People (IYYP) accreditation. Since 2009 the proportion of young people aged 16-24 in HIE's workforce has increased from 2.59% to 5.7% demonstrating HIE's commitment to youth employment. It also demonstrates to the businesses with which we operate the value of harnessing the talents of young people within the workforce.

IIP Scotland, currently working with Scottish Government to develop a gold/silver/bronze award model, have requested HIE's involvement in developing the framework as one of the few public sector organisations to achieve the award.

Caoimhe, HIE's Energy Team : Life with HIE is "challenging, supportive and insightful".

Caoimhe joined HIE as a graduate in December 2012 as Offshore Renewables Supply Chain Co-ordinator. About half way through the placement she successfully applied for a permanent role as Development Manager for Energy Infrastructure and the Supply Chain. Many job opportunities in the sector sought previous experience so Caoimhe was delighted to find a role in her chosen field, enabling her to gain the experience she needs, although she is still keen to have more involvement in the climate change side of things too.

She sums up her experience of working for HIE as challenging - *"given responsibility to deliver various pieces of work myself, which tests you and pushes you out of your comfort zone"*, supportive - *"there is always someone willing to help and lend a hand to get the job done"* and insightful - *"I have gained invaluable experience and insight into the energy sector here in Scotland, as well as further afield, as to how the sector works and how each of various factors influence the development and progression of the sector"*

Since 2011 HIE has supported nine Modern Apprenticeships with two currently underway and four being promoted within HIE. In our fourth year of graduate recruitment, we are currently recruiting to five placements and feedback from previous graduates, line managers and others helped inform plans for this intake. In addition we appointed two trainees within our finance team, provided work experience to a number of students and supported four summer placements since 2013.

When reviewing these appointments some gendered trends appear with young women more likely to be appointed as Modern Apprentices and young men appointed as Finance trainees. Further analysis of the applicant profile will help us understand these trends, particularly in light of patterns of occupational segregation discussed later in this report.

Looking ahead to 2017

We continue to develop our policy and initiatives around youth employment. HIE has commissioned research to update the 2009 baseline figures, exploring where progress has been made and where challenges remain. This will be a key piece of research in establishing progress in achieving our outcome by 2017.

The research explores young people's aspirations in light of recent and ongoing developments such as superfast broadband, the University of the Highlands and Islands and Inverness Campus. It assesses which policy interventions have made the biggest difference in terms of attracting or retaining young people and what is required to accelerate progress. The research findings will be segmented by equality characteristics, particularly those who indicated in 2009 that they were less content with life in the HIE area. Understanding young peoples' views and experiences in this way will help us address any disadvantage they face. It will also help us identify appropriate policy response, taking into account inter-sectionality,

the experiences of young disabled or gay men and women and those from a minority ethnic background.

Our refreshed placement programme, ScotGrad Highlands and Islands, will continue to evolve and will extend to 2020. It builds on the graduate and summer placements delivered through the HI-Grads programmes since 2010 and will deliver around 115 placements per annum through five different strands with a strong focus on innovation and internationalisation. This includes Graduate Placements, Summer Placements, Gaelic Summer Placements, Knowledge Exchange Placements and Community Enterprise Placements and is likely to support around 260 businesses.

Underpinning all of this is an increasing focus on equality monitoring of programme participation and feedback so that we can build on the benefits we have already demonstrated in relation to our current activities. This will help us develop a more informed and refined approach to programme delivery in support of achieving our equality outcome.

b) Equality Outcome Two

There is an increasing number of women in leadership roles in the Highlands and Islands

National outcome :

We realise our full economic potential with more and better employment opportunities for our people

We are better educated, more skilled and more successful, renowned for our research and innovation

HIE priorities :

Supporting businesses and social enterprises to shape and realise their growth aspirations

Developing growth sectors, particularly distinctive regional opportunities

Creating the conditions for a competitive and low carbon region

General duty needs addressed

Advancing equality of opportunity

Protected characteristics covered

Gender

Rationale

Strong leadership and an entrepreneurial culture are essential attributes in stimulating growth and capitalising on new business opportunities in UK and international markets. It is important, therefore, that we continue to create exceptional development opportunities for all entrepreneurs and business leaders.

Women are under-represented nationally at leadership levels across the growth sectors. In 2010 HIE, in partnership with Scottish Enterprise, established⁵ that, even in sectors such as Tourism and Finance and Business Services which have a predominantly female workforce, women make up around 25% and 35% respectively of business directors. We also established that information on female leadership at more local levels was not readily available.

Action taken and progress made

To help address this we gathered publicly available information in 2014 on the leadership demographics of around 1000 businesses across the Highlands and Islands. Although requested, data on race and disability was not available. The gender and age data provided established that around 76% of business Directors and 51% of social enterprise Directors

⁵ [Equality and diversity baseline study on Scotland's key sectors](#)

were male and that Directors of social enterprises tended to be older than their business counterparts.

This profile was also reflected in HIE's 2014 business panel survey, which requested information from survey respondents on the age and gender of their leadership team or board. Data indicated that the gender and age pattern varies for businesses and social enterprises, with business Directors more likely to be male and with a higher age profile for social enterprise Directors. This is outlined in *Table 1*.

HIE business panel survey - 170 companies	% male Directors	% Female Directors	Age banding of female Directors
Businesses	70%	30%	Higher in the 26-34 and 35-44 age groups (39% and 37% respectively)
Social Enterprises	60%	40%	Higher in the 35-44 and 45-54 age groups (52% and 46% respectively)

Figure 5: Business Panel Survey responses - proportion of male and female Directors

Benchmarking the demographic profile of the leadership of the businesses and social enterprises of the Highlands and Islands is important for two reasons; firstly it enables us to identify whether national patterns of female under-representation in leadership apply in our region; secondly it enables us to establish whether the participation rate of men and women on our leadership and entrepreneurial programmes is likely to address any identified under-representation.

From our research it is clear that the businesses and social enterprises of the Highlands and Islands broadly reflect national leadership demographic patterns, including under-representation of women at senior levels. Gender analysis of participation in HIE's programmes indicates a similar balance of male and female leaders, ranging from women representing 13% to 36% depending on the programme. For example, of 93 participants from the HIE area on Entrepreneurship Master-classes between 2012 and 2014, 63% were male and 37% female.

This suggests that maintaining current levels of female participation in our programmes will not address under-representation in business leadership. Further action is required if we are to increase the proportion of female leaders in the Highlands and Islands.

In 2013 we adopted a gender-aware approach to leadership programme participation when developing a new Leadership for Growth Programme in the Outer Hebrides. This focussed on raising gender-awareness of both the programme providers and account managers who identified potential participants. Programme providers acknowledged that programmes with a diverse participant cohort tend to elicit a greater diversity of leadership styles and provide a more successful learning environment. When the new programme was subsequently delivered women represented 41% of potential and 45% of actual participants.

HIE is committed to the Scottish Government's target to ensure equal numbers of male and female Board members by 2020. In 2014 HIE introduced a new position of Shadow Board Member with the specific aim of encouraging more women to participate. In its first year, the position has been filled by [Belinda Oldfield](#), a senior official with Scottish Water.

HIE is currently working with the Scottish Government to examine all aspects of Board recruitment in order to attract a higher proportion of suitable female applicants for the next round of applications in 2015. The process will seek to highlight potential barriers affecting women in current recruitment practices, and identify new ways to reach a broader field of

high quality female applicants, including women's networks such as the Highland Business Women's Club. HIE's project will act as a pilot, generating valuable experience which could be applied across the country in future.

HIE's leadership team comprises the Chief Executive and four Directors, three of whom are female. Both men and women are also well represented in HIE's cohort of account managers, who have an important role to play in influencing account managed businesses and communities. HIE therefore demonstrates to businesses and communities the pivotal role which both men and women play in economic and community development. Further information in HIE's demographics is contained at Appendix C.

The development in 2014 of HIE's leadership programme included an open invitation to all staff to help scope and provide feedback on the programme. Delivery dates and venues will be planned around term times to accommodate parents' needs and senior women have been identified to attend as role models.

As well as mainstreaming equality considerations as outlined above into HIE-delivered leadership and entrepreneurship programmes we also work with partners to support Scottish initiatives which champion female entrepreneurship. These aim to address an identified gap in women led businesses coming through the growth pipeline. Since these are relatively new initiatives we will work with partners to evaluate their impact over time.

A **2014 survey**⁶ found that while, for 45-54 year olds the average wealth of women was only 5% behind that of men and was on average 5% higher than that of men aged 55 or older, women comprise only a small percentage of angel investors. In June 2014 the Investing Women Catalyst Programme was launched in the Highlands and Islands with an event in Inverness. The programme aims to bring growth aspiring women entrepreneurs and prospective angel investors together. In September 2014 HIE supported a two day event in Inverness, alongside RBS and the Scottish Government, which was very positively received by the women who attended, both by those starting businesses and those who might invest.

HIE is a member of the Scottish Government-led Women in Enterprise Implementation Group, overseeing the delivery of actions contained within **the Scottish Framework and Action Plan for Women's Enterprise**⁷. The Framework, created by Women's Enterprise Scotland (WES), aims to create an entrepreneurial environment where women-led businesses can flourish and grow. HIE is supporting WES on mentoring and networking and on procurement opportunities.

Two leading female entrepreneurs from the Highlands and Islands were amongst the first WES Ambassadors⁸: **Kirsteen Stewart** of **Kirsteen Stewart Designs** in Orkney and **Anja Baak** from **Great Glen Game** in Lochaber. Both women act as inspirational role models for other women in our region.

Kirsteen also won Edge funding to grow her fashion design business into a global brand through employing a graduate placement to undertake a dedicated sales role, attend trade shows in London and Paris, work with a PR & Marketing specialist to extend the reach of the brand and increase volumes of stock to meet the growing demand for Kirsteen Stewart products.

⁶ <http://www.templars.co.uk/new-research-reveals-a-17-gender-wealth-gap/>

⁷ <http://wesotland.co.uk/influence/framework/>

⁸ <http://wesambassadors.co.uk/>



Figure 6: Kirsteen Stewart being presented with the Edge Award 2014

“HIE helped me clarify my strategy, understand the market focus better, revise my business plan, hone my pitch and value proposition and practice presentation skills. They also helped me connect with a supportive network of other Highlands and Islands entrepreneurs.”

HIE is also supportive of bodies such as Women in Renewable Energy Scotland (WiRES) and is keen to identify ways in which we can support national initiatives locally. In April 2015 HIE will host a meeting in Inverness with the Women's Enterprise Scotland Chief Executive to explore how we can work together to increase the contribution of women's enterprise to the economy of the Highlands and Islands.

Looking ahead to 2017

Continuing to deliver and support these initiatives will help maximise women's skills, both for those already in leadership positions and those who are aspiring leaders. Continued monitoring of leadership demographics and participation rates on HIE's programmes will identify the extent to which HIE is able to increase the proportion of women in leadership roles across the Highlands and Islands.

Further work is currently being done to benchmark age and race analysis of HIE's leadership and entrepreneurship programme participation where this is available and to explore gathering participant feedback, disaggregated by equality characteristics. This will provide valuable information on the experiences of groups of participants so that future programme development will meet the needs of the full range of leaders and aspiring leaders who wish to attend.

Members of HIE's Equality Advisory Panel suggested that HIE might apply targets to women's representation on HIE's programmes. This was considered when the equality outcome was initially established but was not felt to be appropriate, given the lack of robust benchmark data on which to base such a target. Given our current work to develop robust demographic data this will be considered again when renewing our equality outcomes in 2017 to determine whether this is a useful way to proceed.

c) Equality Outcome Three

As an employer HIE promotes inclusive working practices which recognise the diverse ways that working in dispersed locations affect employees, particularly in relation to the protected characteristics

National outcome :

We realise our full economic potential with more and better employment opportunities for our people

HIE priorities:

Supporting businesses and social enterprises to shape and realise their growth aspirations
Creating the conditions for a competitive and low carbon region

General duty needs addressed

Advancing equality of opportunity

Protected characteristics covered

All

Rationale

HIE's staff survey 2012 indicated that employees who felt disadvantaged at work were most likely to cite work location as the main factor with employees in certain age groups, women rather than by men and disabled employees most likely to express this. Employee feedback in 2012 indicated that the key areas where disadvantage was felt were in relation to a more consistent approach to flexible working, business travel and remote working. Consequently a major focus of addressing our internal employment equality outcome has been to explore flexible working, staff travel and use of technology to enable remote working. This long term aim addresses not just inequalities by personal characteristics but how these inequalities might be impacted by work location.

Action taken and progress made

In 2013 a revised flexible working policy was introduced following involvement and consultation with a wide cross section of employees from all HIE locations. Since 2012 analysis shows that flexible working requests have increased from three in 2012-13 to ten in 2013-14 and 18 in the year to date. Requests are predominantly made by female employees and all but two were approved.

From 2012/13 to August 2014 there have been 29 promotions or temporary promotions of which 21 were women and 8 were men, including four women and three men at grade F or above. The successful candidates were promoted from 11 base locations: Inverness (seven), Thurso (five), Shetland (four), Dingwall (three), Orkney, Forres and Lochgilphead (two from each) and individual employees from Fort William, Lionacleit, Stornoway and home based.

Case study – Rachel, Area Manager

"I have found HIE's positive culture in promoting gender equality, delivered through many employee policies, extremely empowering, enabling and motivating. HIE has enabled me to develop a very fulfilling career and break through that proverbial "glass ceiling" that exists for many women in Scotland."

Over the period of 4 years Rachel was promoted to 2 senior roles within HIE, took maternity leave and on 5 occasions varied her working arrangements through reduction in hours or changes to work pattern to accommodate childcare needs.

This flexibility supports employees with caring responsibilities and also demonstrates that working part time is not a barrier to promotion.

Informal flexibility helps accommodate employees with unforeseen caring responsibilities or health issues. This has enabled employees to work flexibly from different work or home locations, or adjust work patterns for a temporary period. This has enabled both male and female employees in a range of roles, including more senior roles where part time working is less common, to benefit from flexible working practices. It has also demonstrated that flexibility is valued by men and women, disabled employees and staff at various stages in family life.

Donnie, Senior Development Manager

“Your office can be where you are, not where your desk is.”

Donnie lives on an island and has recently faced difficult health circumstances both personally and to those close to him. While being keen to remain at work as much as possible to maintain routine and focus Donnie has needed to spend time in Inverness for hospital appointments and treatment.

“I cannot stress too strongly how much having the flexibility to continue working throughout my treatment has helped me through a difficult time. My situation was compounded when my wife was diagnosed with even more challenging health issues at the end of my own treatment. Being able to work flexibly from home has allowed me to be there to support her. HIE has now implemented a technology platform which allows you flexibility of access and communication with colleagues and clients, allowing you to work wherever you are. In my case I was even able to answer emails while waiting for treatment in hospital but that was my choice. Having the flexibility of working hours meant I didn't feel under pressure at any time.”

HIE has been able to support Donnie through a variety of flexible working options including working from home, working from the Inverness office, working remotely and through reduced and flexible working hours and by adjusting workloads.

HIE's workforce demographics indicate a pattern of occupational segregation, whereby women are more likely to work in lower and middle grades while men tend to work in middle and higher grades. Understanding business travel may be an important element in helping us achieve this equality outcome. A requirement for significant travel might restrict career opportunities, particularly for women who tend to be the primary carer in a family. Although the proportion of men and women who undertook business travel reflected HIE's workforce gender composition analysis of HIE's travel claims for 2013-14 show gendered patterns within the business travel carried out. Male employees travelled more often (average 10.87 trips) and had more overnights stays (average 8.55 stays) than female employees (8.69 trips and 7.19 overnight stays on average). Analysis by grade might shed light on the analysis as business travel requirements will vary by role and grade.

HIE is committed to maximising the benefit of digital technology and over the past 2 years enhancements to technology for all employees have enabled greater flexibility and efficiency across the organisation. This has enabled learning opportunities to be provided in more flexible ways such as webinars, an applied skills portal and the civil service learning portal. These online tools reduce the need for travel and enhance inclusiveness opportunities for learning. Consideration is given to the timing and location of training courses and during the past 2 years training has been undertaken increasingly in locations other than Inverness. HIE's Addressing Inequalities roadshow is delivered to teams at their base location.

Improved digital communication enables many roles to be carried out from any HIE location. Where possible posts are advertised with this option and over the past 2 years 27% of 71 vacancies were advertised with the option of a flexible HIE office location. Care is taken to ensure that the requirements for new or replacement posts do not include discriminatory conditions such as an unjustified need for a driving license.

Looking ahead to 2017

HIE's flexible working policy will be reviewed further in line with legislative changes and an increasing commitment to support carers which goes beyond legislative requirement. Analysis of business travel by gender and use of remote access technologies will be further developed to determine the ways in which and the extent to which use of digital communications and flexible working arrangements address disadvantage by work location.

With the embedding of remote communication technologies firmly established HIE's HR team will encourage all posts to be advertised with a flexible base location. Any posts which need a fixed base location will be agreed as an exception.

HIE's Equality Advisory Panel also suggested that restricted use of remote access technologies by partner or other organisations, such as those based outside the HIE area, represents a barrier to promotion for disabled employees and carers and can contribute to occupational segregation. HIE will continue to support use of remote access technologies internally as well as encouraging this approach where possible by partners, to maximise the benefit for all employees.

d) Equality Outcome Four

Partner outcome within Highland

- a) The population of Highland have an increased understanding of hate incidents and of their impact on individuals and communities.
- b) People feel more confident in reporting hate incidents that have experienced or witnessed
- c) people who report hate incidents feel satisfied with the response received from public agencies
- d) individuals within protected groups feel safe and secure within their local community

National outcomes :

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others

HIE priorities :

Strengthening communities and fragile areas

General duty needs addressed

Eliminating discrimination ,harassment or victimisation
Advancing equality
Fostering good relations

Protected characteristics covered

All
(criminal aggravations are covered by legislation specifically for disability, race, religion)

Rationale

Equality groups such as Stonewall report that, although around two thirds of LGB people surveyed in 2008 experienced verbal abuse only 6% of homophobic incidents or crimes were reported. The Equality and Human Rights Commission [enquiry into disability-related harassment](#) indicated that harassment is a commonplace experience for disabled people, but a culture of disbelief and systemic institutional failures prevent it from being tackled effectively.

The Hate Free Highland (HFH) campaign, developed by a range of partner agencies in Highland, aims to tackle prejudice as evidenced by reported hate crimes and incidents. The campaign raises awareness of the impact on people who experience or witness incidents

motivated by prejudice and how this affects community life. An online reporting tool enables members of the public to report incidents they have experienced or witnessed, assisted if they wish by someone from a range of third party reporting organisations such as Citizens Advice Bureaux. Our work also includes increasing the capacity of third party organisations to support reporting as well as identifying trends in reported incidents over time. This third party approach has subsequently been adopted by Police Scotland, a key member of the HFH steering group which manages report handling, in a review of their national online reporting tool.

Under-reporting of incidents motivated by prejudice has been confirmed by local groups in Highland representing those from the lesbian, gay, bisexual and transgender (LGBT) community, minority ethnic groups and people with learning difficulties and mental health problems. A [recent Stonewall Scotland report](#)⁹ found that LGBT people in the Highlands and Islands are the least confident in reporting hate crime to the Police. This resonates with evidence that young LGBT people often migrate from smaller communities to urban areas. This suggests that, while the number of incidents reported in Highland is low, this masks the extent to which they occur in, and the impact on, our communities. Providing alternative routes to reporting and raising awareness of the incidence and impact of crimes in our communities may help tackle prejudice, combat hate crime and help sustain our communities.

Actions taken and progress made

If the campaign is successful, we should initially expect to see an increase in reported crime. A report [Hate Crime in Scotland](#) 2013-14¹⁰ shows a rise in some categories of offence across Scotland, with race crime up slightly, sexual orientation aggravated crime up by 22%, disability aggravated offences up by 12% and religiously aggravated offending down by 17%. In Highland there has been a slight increase in the number of hate incidents being reported, which suggests that the message to report incidents may be having an effect. However, due to issues surrounding legacy Police Scotland IT systems, it has not been possible to disaggregate recent reporting by personal characteristics and this is being addressed currently by Police Scotland.

Reports logged through the Hate Free Highland online resource indicate that incidents occur in both urban and rural locations across Highland. Of incidents reported to date, some of which include more than one characteristic, 41% related to racism, 14% to social origin, 13% to disability, 11% to sexual orientation, 9% to religion and 6% each to age and gender.

In addition to monitoring incident reporting, attitude surveys have also provided valuable information. Highland Council's Public Performance and Attitudes Survey 2013 indicated that people have greatest concern about hate crime related to race (18%) and disability (16-18% depending on the nature of the disability), reflecting the nature of incidents reported online.

Although most reported incidents occur in public places they also occur on partner premises. In order to ensure that any incidents which might arise on HIE premises are dealt with appropriately guidance for staff has been incorporated in HIE's complaints procedure. This supports employees in handling and recording incidents in an appropriate way.

⁹ http://www.stonewallscotland.org.uk/scotland/at_home/9478.asp

¹⁰

http://www.copfs.gov.uk/images/Documents/Equality_Diversity/Hate%20Crime%20in%20Scotland%202013-14.pdf

Looking ahead to 2017

Much of the HFH work to date has focussed on maximising the effectiveness of incident reporting. From January 2015 a short questionnaire has been sent to all victims and witnesses of reported hate crimes in Highland to establish their level of satisfaction with the response they received. This will provide evidence to establish how well reporting meets the needs of victims and witnesses.

As a partnership outcome each agency focuses on activities most closely aligned to their remit. HIE will continue to monitor reporting trends and we will become more involved in 2015 in third party and community engagement. An event for third party reporting agencies is being scheduled to refresh training and to introduce third party reporting to new individuals or agencies. This will increase the capacity of agencies to support individuals, improving the service they receive from the public or third sector.

HIE will also seek opportunities to promote the HFH campaign in community engagement. HIE's support of the Hate Free Highland campaign is instrumental not just in helping to eliminate discrimination and harassment which exists within our communities but also assists with growing community capacity to support those who experience it. We will continue to raise awareness, particularly with HIE's community account managers, to ensure that we promote the Hate Free Highland wider campaign across Highland.

Our involvement with Police Scotland also enables us to identify similar initiatives in other parts of the Highlands and Islands.

4. MAINSTREAMING EQUALITY ACROSS HIE

Mainstreaming equality is one of the guiding principles set out in [“Equality, Diversity and Highlands and Islands Enterprise; a Framework for Action”](#)¹¹:

“Mainstreaming is not an activity but an approach which ensures that equality and diversity are considered as an intrinsic part of our day to day work. Equality is one of many elements which we consider when determining the best way to develop a policy or deliver a project. Successful mainstreaming is the consequence of each employee considering and applying the principles of equality and diversity in relation to their own area of responsibility. It ensures that our services and functions are designed, developed and delivered in a way which is relevant for the people affected by them.”

In March 2013 our business improvement team facilitated an equality case conference, a mechanism for encouraging a culture of knowledge sharing and collaboration. It highlighted four areas in which we can improve our organisational understanding and performance in relation to equality and these are addressed in turn below.

Identifying strategic opportunities for impact

It is important that we focus our activity where we can have greatest strategic impact in addressing inequality. HIE is currently commissioning training in partnership with Scottish Enterprise (SE) and Skills Development Scotland (SDS) for delivery to HIE’s Board members, leadership team, internal Equality and Diversity Board, external Equality Advisory Panel and senior managers during 2015/16. It will explore the strategic context within which HIE operates, persistent areas of inequality in the economy of the Highlands and Islands and the impact of inequality on economic growth, on businesses and communities and on individuals. Finally it will consider the role which HIE can play to have greatest strategic impact on addressing inequalities. This will explore the issues highlighted by the Scottish Government and Equality and Human Rights Commission which represent inequality for groups of people and which have an impact at regional, sector or community level.

One area of inequality which HIE is currently exploring is access to childcare. Lack of affordable childcare is one of the key barriers for parents, particularly women, who wish to enter the workplace. Although this work is in the initial stages it promises to support HIE’s aim to address economic participation rates in the future. Current levels of childcare provision restrict many parents, particularly second earners, to working part time. This represents a significant under-utilisation of skills and talent and constrains earnings. Evidence shows that gender equality is best promoted when affordable childcare is coupled with parental leave and flexible working entitlements which encourage and enable fathers as well as mothers to take on caring responsibilities, particularly in the first year of a child’s life¹². HIE is currently considering how we can facilitate parents’ economic participation through the support of childcare provision as an integral part of community infrastructure.

From 2012-14 HIE supported the Equalities Manager to achieve an MSc in Citizenship and Human Rights, which she gained as one of the first three students to be awarded the qualification in Scotland. Her Masters dissertation involved carrying out primary research on childcare and employment. This work alongside an increased understanding both of equalities and human rights has informed HIE’s current approach to addressing inequality. For example it has ensured that human rights are now routinely considered as an integral part of people (equality) impact assessment.

¹¹ <http://www.hie.co.uk/about-hie/policies-and-publications/equality-and-diversity.html>

¹² [\(No More Baby Steps: A strategy for revolutionising childcare\)](#)

People impact assessment is our primary tool for mainstreaming equality across HIE. It identifies how what we do can affect groups of people e.g. younger and older people or people who have a disability, in different ways. It identifies how we can use that knowledge when developing strategy or policy to incorporate actions which address inequalities or advance equality.

We have revised our approach to impact assessment to target resources for greatest impact. A review of impact assessments carried out to date indicated that many project assessments identified relatively low level impact with little opportunity to address inequality. Assessments have tended to be process driven rather than adding value. Policy and programme assessments have been more successful in identifying and addressing equality impact.

Consequently we have identified three levels of assessment:

1. an annual schedule (from 2015/16) to assess significant strategies, policies and programmes which will increase HIE's strategic impact in addressing inequality
2. continued support of assessments at operational level where there is scope to advance equality or address inequality, further mainstreaming equality across HIE
3. reduced need for impact assessment at project level by providing guidance for account managers drawn from the assessments at 1 and 2 above

This will be supported by face to face training, developed in partnership with SE and SDS, which will establish a core group of skilled assessors across the functions which have most influence in addressing inequality. Course development will be based on evidence of the equality issues facing growth sectors with a particular focus on the Highlands and Islands. Additional support continues to be provided at all levels by the Equalities Manager.

As well as considering equality impact in relation to the General Equality Duty and the protected characteristics HIE's people impact assessments also address inequalities faced by those who are Gaelic speakers and people who face the challenges of living in rural locations. Assessments also consider how HIE helps people realise their economic, social and cultural (human) rights. People impact assessment also explores ways in which we can use procurement to eliminate discrimination, advance equality or foster good relations between groups of people.

Our aim is to align people impact assessment with the longer term impacts identified in HIE's operating plan such as supporting population growth, maintaining economic participation rates, raising average income levels and articulating social impact. As such it has become a valuable business improvement tool based on the needs of the people who are affected by our activities.

Working in partnership also strengthens our strategic impact and influence. In addition to specific partnership activity outlined in relation to our equality outcomes HIE continues as a steering group member of Close the Gap, which aims to close the gender pay gap in Scotland. HIE is also a member of the Orkney Equality Forum and the NDPB Equality Forum both of which enable knowledge sharing, partnership working and collaboration.

Clarifying roles

Our aim to achieve significant impact in addressing inequalities relies on HIE having a well-informed workforce which understands how to integrate equality into day to day delivery of our functions. The "Addressing Inequalities" roadshow sets out the economic and business benefits of equality and diversity, encouraging all employees to contribute to meeting the three elements of the general equality duty. To date 99 employees (almost 40% of our workforce) has attended a roadshow, with delivery continuing in 2015/16.

A range of online training modules are also available to all HIE employees and a further online module, outlining the Scottish Specific Equality Duties, is currently being developed in partnership with SE and SDS.

Consequently HIE employees have increasing access to both generic and specific equality training, strengthening their ability to integrate equality into both our strategic approach and day to day delivery of our functions.

Mainstreaming equality into operational delivery

As outlined above people impact assessment is a powerful tool for progressing equality and this is also the case at delivery level. People impact assessment is a requirement of our project appraisal process and the outcome of the assessment is included in approval papers.

HIE's people impact assessment and procurement processes dovetail to maximise opportunities to advance equality through procurement. This will be further developed in 2015 as clarity is gained on topics such as applying the living wage in procurement activity.

People impact assessment 2014 – ScotGrads

People impact assessment of the renewed ScotGrad programme indicated that it contributes directly to achieving our equality outcome to increase employment opportunities for young people. It primarily advances equality for young people, helping them achieve their economic and social (human) right to a reasonable standard of living, with the programme applying the living wage to all placements.

The assessment identified potential disadvantage for applicants from an ethnic minority background, due to visa requirements. In order to mitigate this TalentScotland will run workshops for employers on visas and immigration requirements. This complements signposting for employers on inclusive recruitment.

Careful development of placement job descriptions also aims to minimise potential disadvantage for young disabled people, particularly those placed in rural locations, who might not be able to drive. Residential training will also be scheduled from Mondays, to overcome the need for Sunday travel as this might disadvantage individuals because of their religious beliefs. Procurement criteria will require training providers to demonstrate how they will deliver training which enables all potential attendees to participate fully.

Whilst the assessment utilised participant monitoring from previous programmes it identified that better use could be made of this data as well as participant feedback disaggregated by equality characteristics. This will be further explored by programme developers.

Account managers have an important influencing role with the businesses, social enterprises and communities of the Highlands and Islands. Equality will be integrated within new account manager training and a series of equality guidance leaflets will be developed to ensure that learning from our more strategic impact assessments influences our thinking when applied to operational delivery.

Base-lining information

Baseline information provides benchmark data and identifies appropriate measures which enable us to chart progress over time. Building a robust and relevant evidence base for the Highlands and Islands feeds into and strengthens our people impact assessments and helps provide focus for both strategic and operational interventions.

Census 2011 equalities data provides a population benchmark against which we can review employment or programme participation data. This highlights both similarities and distinctiveness across the areas which make up the Highlands and Islands. For example, it confirms that the “age gap” of young people, which varies by area, is also gendered, with a wider gap for young women across the Highlands and Islands. It also confirms that Shetland is the only local authority in Scotland with more men than women, which is significant for the study, outlined below, on occupational segregation. Census data also demonstrates that there are more men than women in the White Polish group, with a younger age profile than people who are not of an ethnic minority. This perhaps reflects that this group is more likely to comprise economic migrants, which is of relevance to the growth sectors within which they tend to work.

During 2014/15 we undertook significant pieces of research, disaggregated by equality characteristics. The youth research discussed at Outcome 1 will inform us about the experiences of young people who have a range of abilities, backgrounds and personal identities. We also commissioned research, in partnership with SE and SDS, to update research carried out in 2009 on the equality issues facing growth sectors. These will inform future policy development, provide valuable data for use in impact assessments and help us achieve our equality outcomes.

We will also be undertaking a study in 2015 to explore patterns of occupational segregation in the Shetland economy. This will identify the contribution which women, who are under-represented in high value employment, could make to growing the economy if barriers to participation in high value jobs were removed.

In addition to this we can make greater use of internal information. Further work is required to embed some of the good practice we have established in relation to HIE’s programmes. For example, we do not yet routinely gather disaggregated participation and feedback information in relation to all of our programmes. We can also do more analysis and make greater use of data which is currently held. Doing so will increase our understanding of the implications of our activities for specific groups of people and improve programme delivery.

5. EMPLOYEE INFORMATION

A range of employee information must be published as part of the Mainstreaming report and this is set out below.

Equal pay

HIE's most recent equal pay review was based on data at August 2014, showing a gender pay gap of 15.94% (14.72% for full time women and 23.73% for part time women). 2014 was the first year in which shorter travel times to the top of the grade applied and for the first time both men and women earn the highest and lowest salaries paid. HIE's Chief Executive is excluded from the equal pay review as the salary is not determined by HIE.

As indicated in Appendix B HIE's gender pay gap has consistently reduced since 2007 and this trend continues in 2014, particularly for full time women. This reflects narrowing of the gap primarily for women in the higher grades. The pay gap for part time women remains relatively unchanged since 2012.

Guidance from the Equality and Human Rights Commission recommends exploring any differences in pay of 5% or over at grade level between men and women. In the 2014 review there were two HIE grades in which there was a pay gap of 5% or more. At grade B part time women earned on average more than 5% more than full time men - the full time male salary is the benchmark for equal pay comparison. Analysis indicated that the pay gap was skewed significantly at this grade by a female employee's legacy pay-protected salary above grade maximum. There was also a pay gap of over 5% at grade Executive 2 whereby men earned on average more than 5% more than women. This reflected the appointment of a female employee at the lower end of the grade while most other employees, including all other women, were at grade maximum.

Guidance also recommends monitoring consistent differences by grade of 3-5%. This applied to four grades in 2014 with the following paid less on average – full time men at grade C (due to female pay protection), part time men at grades D and E (most or all women at top of grade), and full time women at grade F (women on average had less service in the grade and were not at grade maximum).

Vertical occupational segregation

HIE's gender pay gap primarily reflects a pattern of vertical occupational segregation whereby women, particularly part time women, are disproportionately represented in lower and middle grades. Table 2 shows the distribution of men and women across HIE's grades.

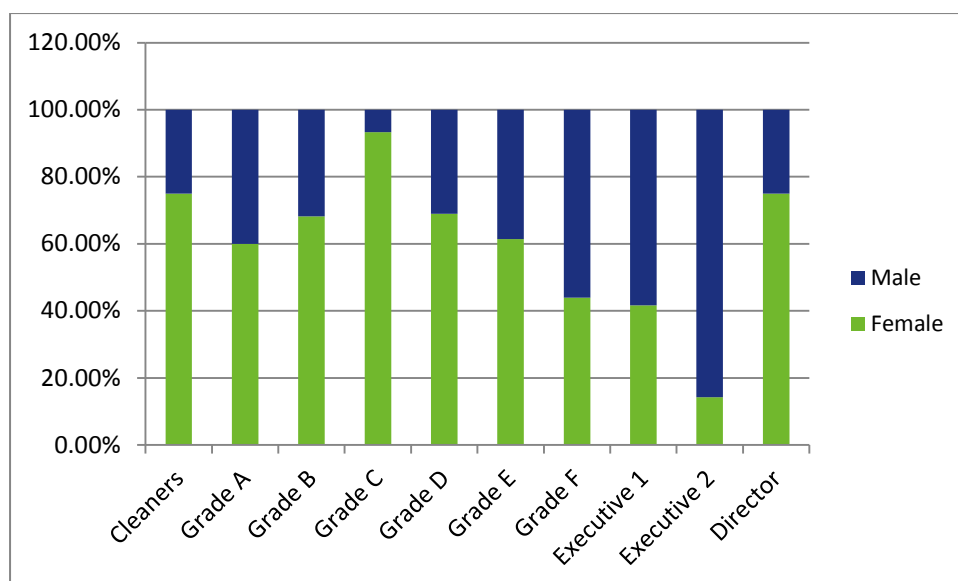


Figure 7: percentage of male and female HIE employees by grade 2014

Since 2012 there has been a slight reduction in the proportions of both men and women in the lower and middle grades (grades Cleaner to Grade E). Of the total female workforce in 2014 85% were in these grades (87% in 2012) and 66% of male employees in 2014 (67% in 2012).

Horizontal occupational segregation

There is also a pattern of horizontal occupational segregation in some of HIE's business units, where men and women are clustered in types of job role. Table 2 shows the number of men and women in each business unit (job type). Where there are fewer than 10 employees in any grade within a business unit this is represented by * to avoid inadvertently identifying individual employees. Directors, whose details are already published on the HIE website, are included.

2014	Area Office		Business & Sector Devt		Business Impr't & Internal Audit		Chief Exec	External Second't		Finance & Corporate Services		Human Resources		Regional Devt		Strengthening Communities		Grand Total
Grade	F	M	F	M	F	M	F	F	M	F	M	F	M	F	M	F	M	
Cleaners	*	*																*
Grade A	*	*	*	*														*
Grade B	*		*		*					*	*	*		*	*	*		22
Grade C	*		*				*			*	*	*		*		*		30
Grade D	26	10	*	*	*					*	*			*	*	*	*	74
Grade E	23	16	12	*	*	*		*	*	*	*	*		14	*	*	*	96
Grade F	*	*	*	*	*				*	*	*	*	*	*	*	*	*	41
Exec 1	*	*	*	*	*							*			*		*	12
Exec 2	*	*													*			*
Director			1								1			*		1		4
Grand Total	73	38	39	17	*	*	*	*	*	14	15	*	*	27	24	19	10	295

Figure 8: HIE employees by grade and business unit

Compared to the workforce composition of 63% women and 37% men, women are over-represented in the support functions, similar to 2012. Men are over-represented in Finance and Corporate Services, as in 2012. Men and women are proportionately represented in HIE's external customer facing roles.

Analysis of HIE's workforce in relation to employment policy and practice continues to be carried out, exploring whether there are gendered differences in promotion, job grading review and salary placement on appointment. Early analysis indicates that women represent a significant proportion of promotions and regrading at higher grades. Further analysis will inform actions related to HIE's Equal Pay Action Plan.

Although not a requirement of the Mainstreaming report 2015 some analysis has been carried out of occupational segregation in relation to disability and race. HIE holds employee demographic information which enables analysis from 2009.

The number of employees who identify as having a disability is low, consistent with disclosure rates across the public sector, although it has increased slightly from 1.2% in 2009 to 2.03% in 2014. It is unclear at present how we can publish meaningful information on occupational segregation in the same way as we do for gender, without potentially inadvertently identifying individual employees. However our analysis indicates that since 2009 employees who have a disability are employed primarily in the middle grades (Grades D and E) and across a range of HIE's business units, both in external customer facing roles and internal support functions.

Previous staff survey analysis has shown that a greater number of employees identify as having a disability in survey monitoring, indicating that disclosure rates vary depending on the purpose for which the data is gathered. We will explore this further to consider how we can use information on disability and health conditions to better inform the development of employment policy and practices which support disabled employees.

Employee demographic information on race indicates that HIE's workforce is becoming more diverse, broadly reflecting the population of the Highlands and Islands. A summary of data from 2008-10 indicated that while HIE has no black minority ethnic employees, this is not inconsistent with census data 2001 which showed 0.8% of the population belonged to an ethnic minority. There continues to be an increase in the proportion of White non-British candidates applying for HIE vacancies, and in appointments, which is consistent with the increase in applications from EU accession country nationals in recent years and the growth of web-based recruitment advertising. Census data 2011 showed that 98.8% of the population of the Highlands and Islands is White, including 1.1% who are Polish and 1.7% of other White categories. Of the remainder 0.7% are Asian/Asian Scottish/Asian British and 0.5% of other ethnic groups.

Analysis of HIE employee race data in 2014 indicates that 98.14% of HIE employees identify as White, including 3.39% White Non-British¹³. A further 0.68% identify as of mixed race / multi-ethnic. HIE's workforce, therefore, continues to become more diverse, reflecting the changing demographics of the region. In relation to occupational segregation employees who identify in categories other than White Scottish, British, Irish, Welsh or English are represented in a broad range of grades from A to F and across the full range of HIE's business units.

We will welcome advice prior to 2017 on how to report meaningfully on race and disability data related to occupational segregations, particularly given the very small sample sizes.

¹³ Identifying as White but not White Scottish, White English or White British

Employee monitoring information

In 2014 HIE gathered and analysed employee monitoring information on age, disability, gender, gender re-assignment, race, religion or belief and sexual orientation and this is published on the HIE website: [Diversity and Inclusion Monitoring 2014](#). Employee data for 2015 is attached at Appendix C.

Employee information 2014 showed a slight variation since 2012 in part time working, with 0.6% increase in male part workers and 1% reduction in female part time working. Analysis has been undertaken for the first time in 2014 of full time flexible working to inform our internal equality outcome. There continued to be low disability disclosure rates and steps have been taken to encourage employees to disclose disability where relevant in order to strengthen our ability to provide responsive employment policy. Despite an increase in employment rates for young people there has also been a high leaver rate, mainly related to the end of placements or external promotion opportunities. Further opportunities to increase promotion prospects for these young people within HIE will be explored.

Increasing employee awareness of the importance of and the use we make of employee information has resulted in a slight increase in disclosure rates in 2015. We monitor two elements: the percentages of employees who select the "prefer not to say" option and those who provide no data. Table 5 shows the difference in response rates from 2014 to 2015.

	Disability	Race	Religion or belief	Sexual orientation
Prefer not to say	from 3% to 2%	same at 2%	same at 5%	from 7% to 6%
No data provided	from 5% to 3%	from 5% to 2%	from 4% to 2%	from 4% to 2%

Figure 9: changes in employee disclosure rates between 2014 and 2015

As well as gathering employee data we use this to inform a range of policies and employment practices, ensuring that it supports organisational decision-making. For example it might highlight areas of potential discrimination, it charts trends over time, provides evidence that HIE's workforce is representative of our population and supports HIE's people impact assessment process.

Employee information has also been used to identify areas requiring action for succession planning and the Equal Pay Review regularly informs HIE's pay remit with the result that HIE's gender pay gap continues to reduce.

Disability disclosure rates

As indicated above gathering employee data has shown that disability disclosure rates are low compared to the proportion of disabled people within the workforce. Higher disclosure rates would enable us to develop employment policy which is responsive to the particular needs of everyone in our workforce. It would also help us establish whether addressing our employment equality outcome reduces disadvantage faced by disabled employees.

In advance of gathering data for 2015 employees were reminded of the value of disclosing personal data, particularly that relating to disability or long term health conditions. This resulted in an improvement in disclosure rates across the equality characteristics as identified in table 5 above, with only 3% of employees not disclosing information on disability.

Appendix A : HIE's equality outcomes and the General Equality Duty

Meeting the General Equality Duty

HIE's equality outcomes are mapped below against the protected characteristics and the three "needs" of the General Equality Duty (colour coded for ease of reference). The yellow symbol ▼ indicates the primary characteristic(s) which each outcome aims to address. Secondary characteristics, marked by the white symbol, are those which have also been impacted as a result of the outcome.

Eliminate unlawful discrimination, harassment and victimisation

We do this by eliminating less favourable treatment or indirect discrimination, including discrimination arising from disability, and ensuring that we build in reasonable adjustments

Advance equality of opportunity

We do this by removing or minimising disadvantage, meeting needs which are particular to some groups of people and encouraging participation of under-represented groups. This includes taking account of disabled people's impairments

Foster good relations

We do this by tackling prejudice or promoting understanding

Equality Outcome	Protected characteristics								
	Age	Disability	Gender	Gender re-assignment	Pregnancy or maternity	Religion or belief	Race	Sexual orientation	Marriage or civil partnership *
1. Increasing the number of young people in suitable employment	▼	▼	▼			▼	▼	▼	
	▼								
	▼								
2. Increasing the number of women in leadership roles			▼						
			▼						
			▼						
3. HIE Employment - work location		▼	▼		▼				
		▼	▼						
		▼	▼						
4. Hate Free Highland campaign – raising awareness and encouraging reporting of incidents motivated by prejudice	▼	▼	▼	▼	▼	▼	▼	▼	
	▼	▼	▼	▼	▼	▼	▼	▼	

Figure 10: mapping of outcomes by characteristic

* protected only with regard to eliminating unlawful discrimination in employment

Appendix B - HIE Equal Pay Analysis 2014

Gender pay gaps 2007 - 2014

Employee category		2007	Feb 2009	Dec 2009	Apr 2010	Nov 2012	Aug 2014	Comment on 2014 changes to the mean
a) Full time (FT women / FT men)	Mean	23.9%	24.82%	21.86%	21.81%	18.25%	14.72%	The mean pay gap for full time women continues to reduce, reflecting that women promoted to senior grades have reached grade maximum as well as a slight reduction in the proportion of women in low / middle grades
	Median	n/a	n/a	22.02%	13.68%	23.33%	14.62%	
b) Part time (PT women / PT men)	Mean	n/a	n/a	n/a	n/a	n/a	n/a	Low male part time employee numbers prevent use of part time male employee salary as a comparator
	Median	n/a	n/a	n/a	n/a	n/a	n/a	
c) Part time (PT women / FT men)	Mean	33.36 %	30.74%	26.58%	24.41%	24.95%	23.73%	The mean part time pay gap has remained at a similar level to that of 2012
	Median	n/a	n/a	22.02%	13.67%	23.33%	23.33%	
d) All (FT and PT women and FT and PT men)	Mean	26.5%	26.02%	22.54%	21.61%	18.25%	15.94%	The overall mean pay gap has reduced, reflecting primarily improved average salaries for full time women
	Median	n/a	n/a	19.81%	13.67%	23.33%	23.33%	

Figure 11: HIE gender pay gap 2007 – 2014

Note on average calculation

Mean calculation - an outlying low or high value can have a significant effect on the average

Median calculation - an outlying low or high value will not affect the average

Gender pay gaps by grade 2014

	% gender pay gap (mean)					
Grade	2010		2012		2014	
	FT	PT	FT	PT	FT	PT
Cleaner						
A	6.44	0.01			2.99	
B	4.75	11.78	10.36	7.83	2.07	10.17
C	5.47	7.32	1.75	0.00	3.37	1.94
D	2.32	3.29	2.56	2.86	1.84	3.34
E	0.47	4.11	0.99	2.09	0.08	4.38
F	4.93	4.43	0.95	0.00	3.43	0.84
Exec 1	5.70		6.09		1.56	
Exec 2	6.68		N/A		12.31	
Director			6.45		0.00	
Total	21.81	24.41	18.25	24.95	14.72	23.72

5% pay gap and over - women earn less than men

3-5% pay gap - women earn less than men

minimal pay gap - women earn less than men

5% pay gap and over - men earn less than women

3-5% pay gap - men earn less than women

minimal pay gap - men earn less than women

Figure 12: Gender pay gaps by grade 2014

Appendix C HIE Employee Information 2015

Diversity and Inclusion Monitoring Contents

Introduction	Page	34
Representation at a glance	Pages	34 - 44
Recruitment and Selection	Pages	44 - 52
Identified gaps in reporting	Page	53

Introduction

The information presented in this report, is gathered by the Human Resources team at Highlands and Islands Enterprise (HIE) throughout the course of the year. The information gathered is used to advance equality and eliminate discrimination, and assists HIE in the formulation of any new or the revision of older policies.

An analysis of the information presented is currently underway to identify any trends in the data collated and consider if there are areas for change in policy or practice to meet the changing needs of HIE's workforce. It is intended for future equality and diversity monitoring to move the analysis date to 31st August which will align with equal pay analysis timelines. This will achieve efficiencies in terms of the analysis undertaken and allow full analysis of the equality and monitoring information prior to publication deadlines.

Further employee information is available by referring to the Employment section of the Equality Mainstreaming report section 5.

Representation at a glance

The charts on the following pages provide a visual depiction of Highlands and Islands Enterprise (HIE) as at 31st March 2015 broken down by protected characteristics in relation to HIE's Public Sector Equality Duty in terms of the Equality Act 2010.

The charts include:

Chart 1:	All HIE staff by sex
Chart 2:	All HIE staff by age banding
Chart 3:	All HIE staff by age banding and sex
Chart 4:	All HIE staff by disability
Chart 5:	All HIE staff by race and ethnic origin
Chart 6:	All HIE staff by sexual orientation
Chart 7:	All HIE staff by religion or belief
Chart 8:	All HIE staff by work pattern (full or part time)
Chart 9:	All HIE staff by grade and work pattern (full or part time)
Chart 10 and 11:	All Flexible working requests received
Chart 12:	All HIE staff promoted during the year
Chart 13:	Maternity Leave
Chart 14:	Long term sickness absence
Charts 15 and 16:	All HIE staff leavers during the year
Charts 17 to 20:	All HIE new starters during the year

Chart 1: All HIE staff by sex

As at 31st March 2015, HIE directly employed 292 staff. Chart 1, shows the number of staff split between male (108) and female (184).

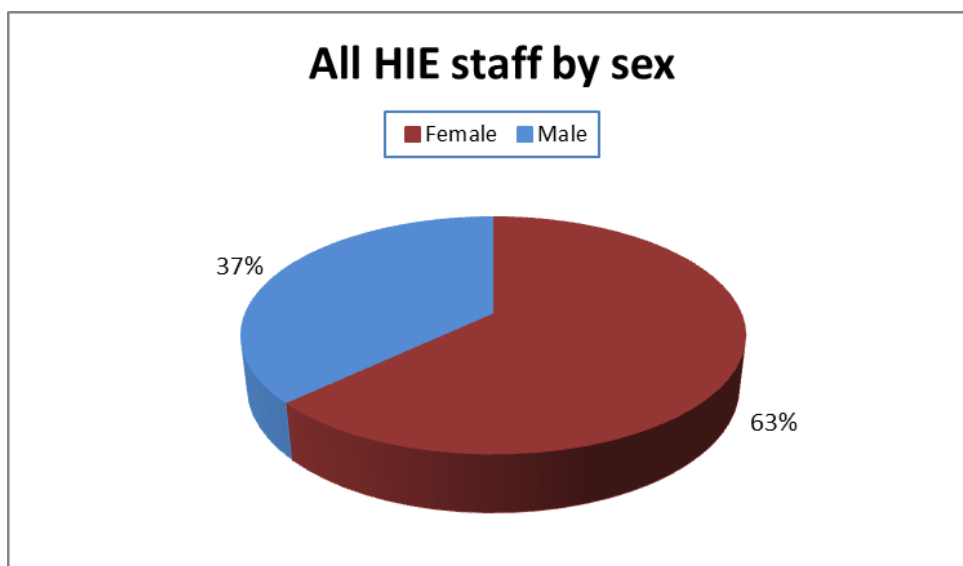


Chart 2: All HIE staff by age banding

Chart 2 provides a breakdown of all HIE staff by age banding.

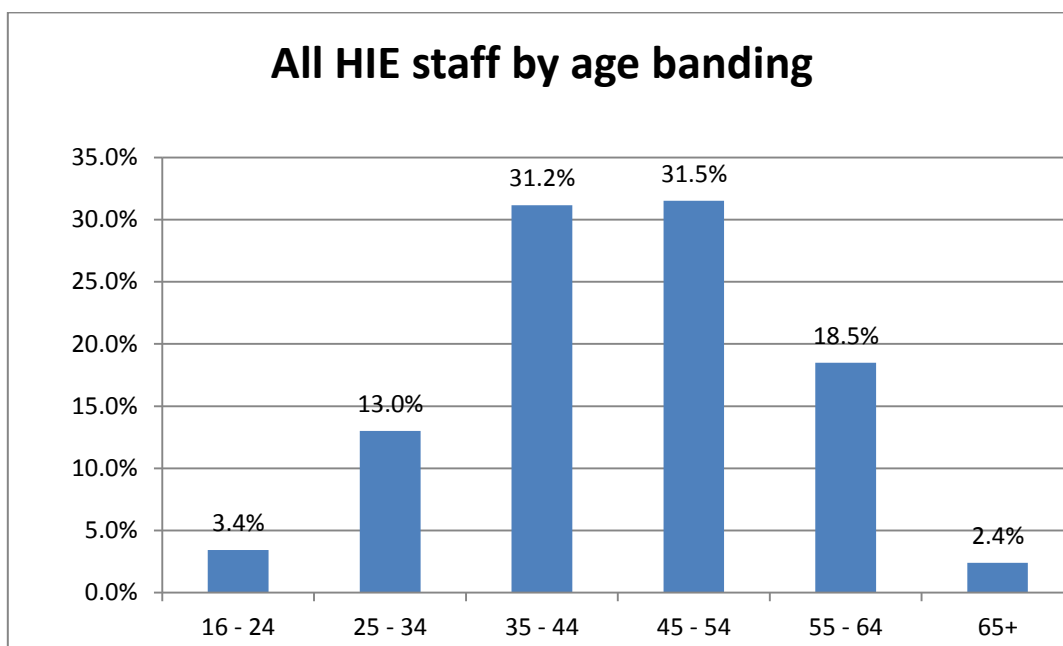


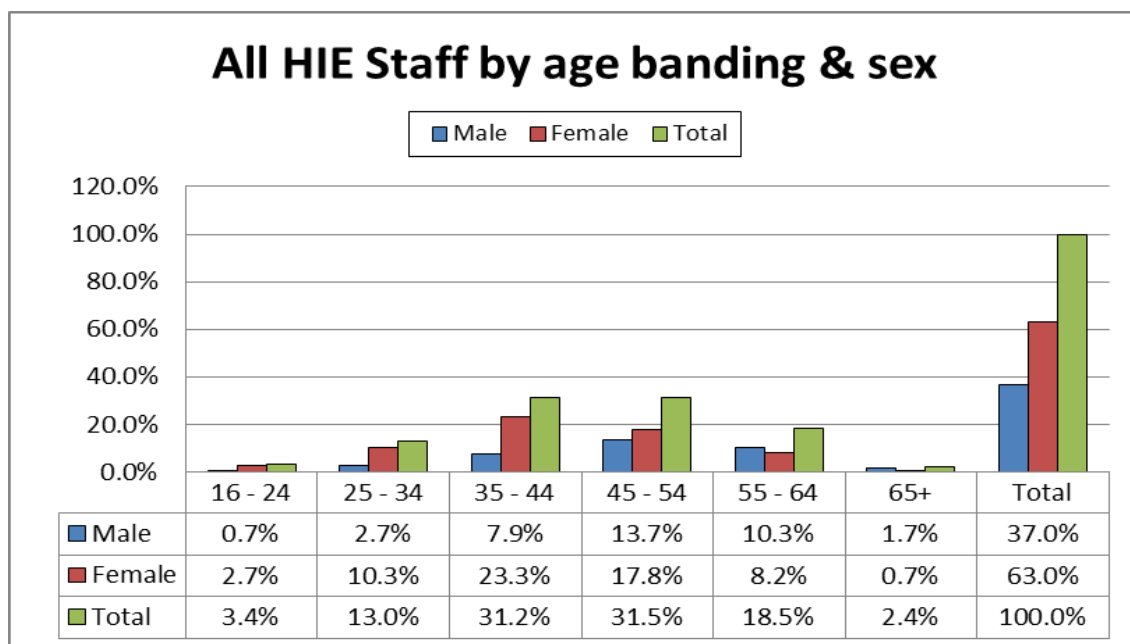
Chart 3: All HIE staff by age banding and sex

Chart 3 above shows All HIE staff by age banding and further split by sex.

The average age of HIE staff has risen slightly in recent years from 42 in 2006 to 43 in 2009. As at 31st March, the average age of HIE staff is 45 years with an average age of 43 years for female staff and 49 years for male staff.

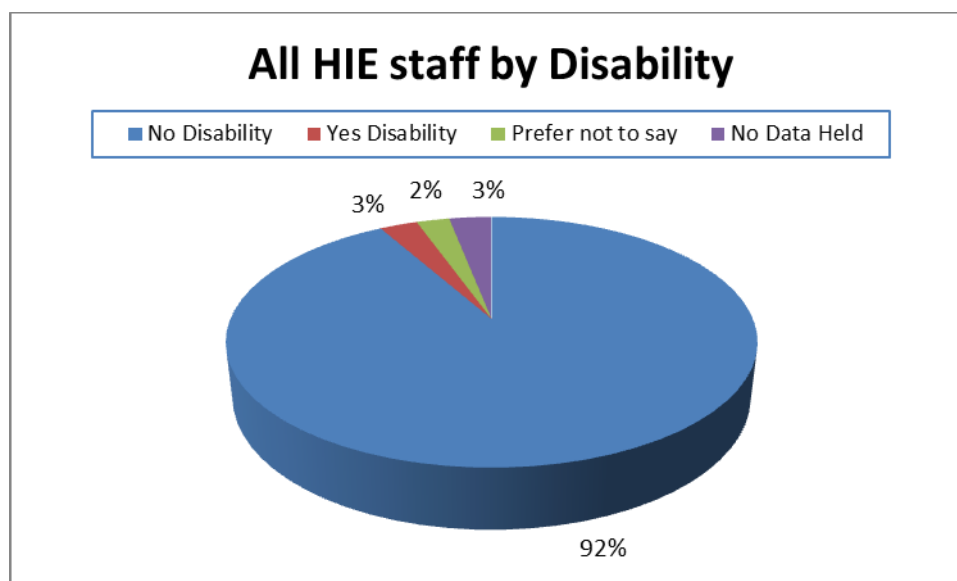
Chart 4: All HIE staff by disability

Chart 5: All HIE staff by race and ethnic origin

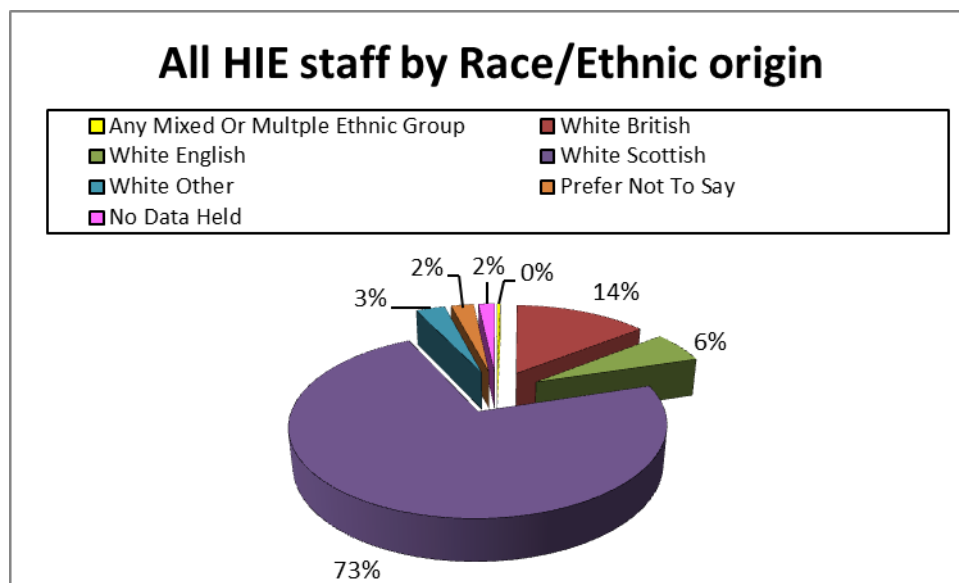


Chart 6: All HIE staff by sexual orientation

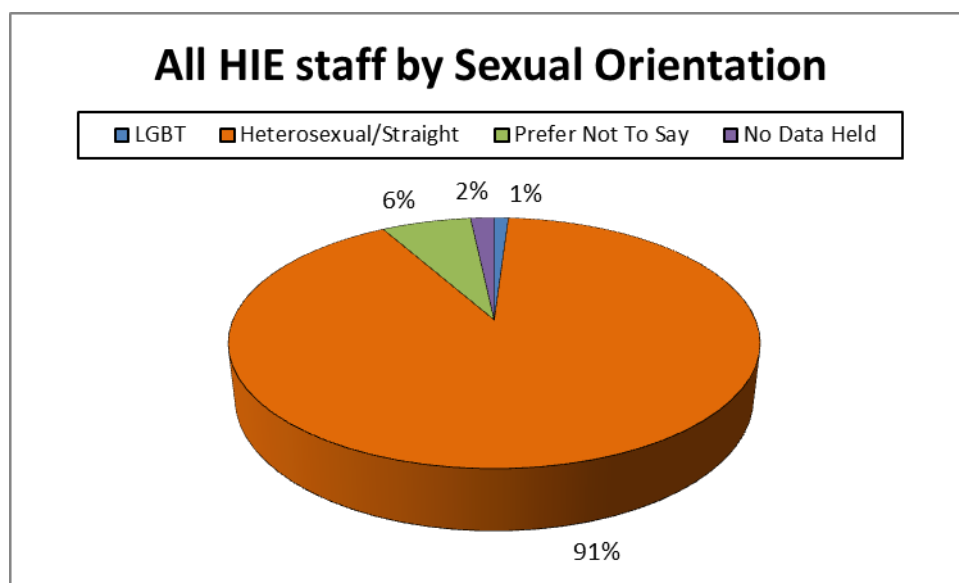


Chart 7: All HIE staff by religion or belief

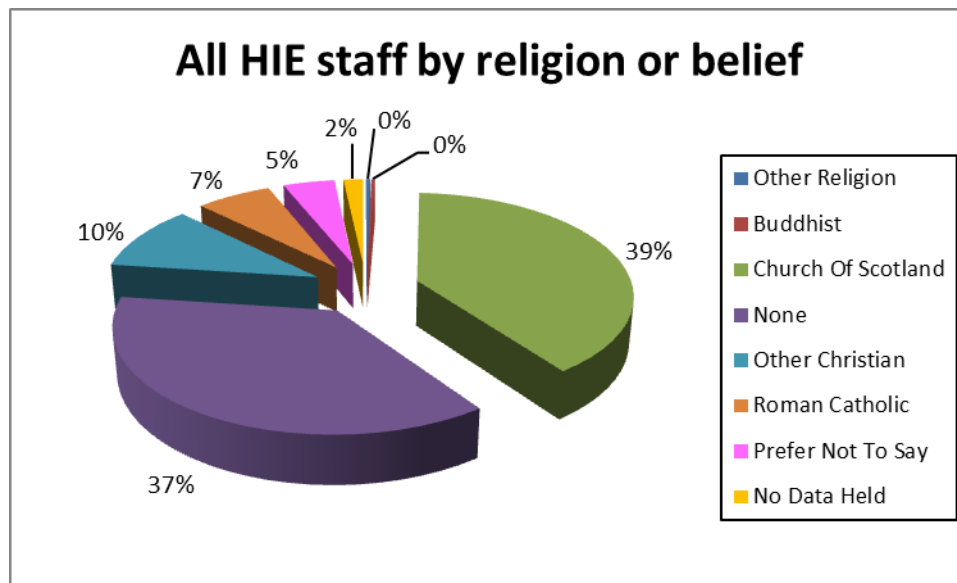


Chart 8: All HIE staff by work pattern

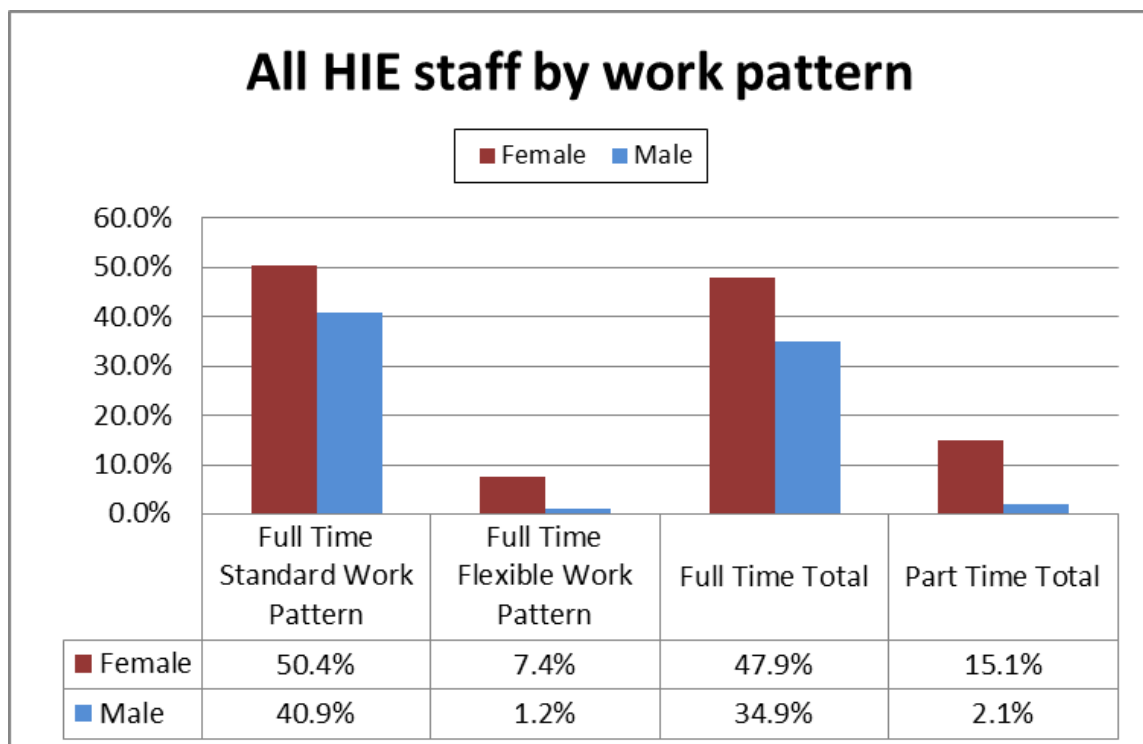


Chart 9: All HIE staff by grade and work pattern (full or part time)

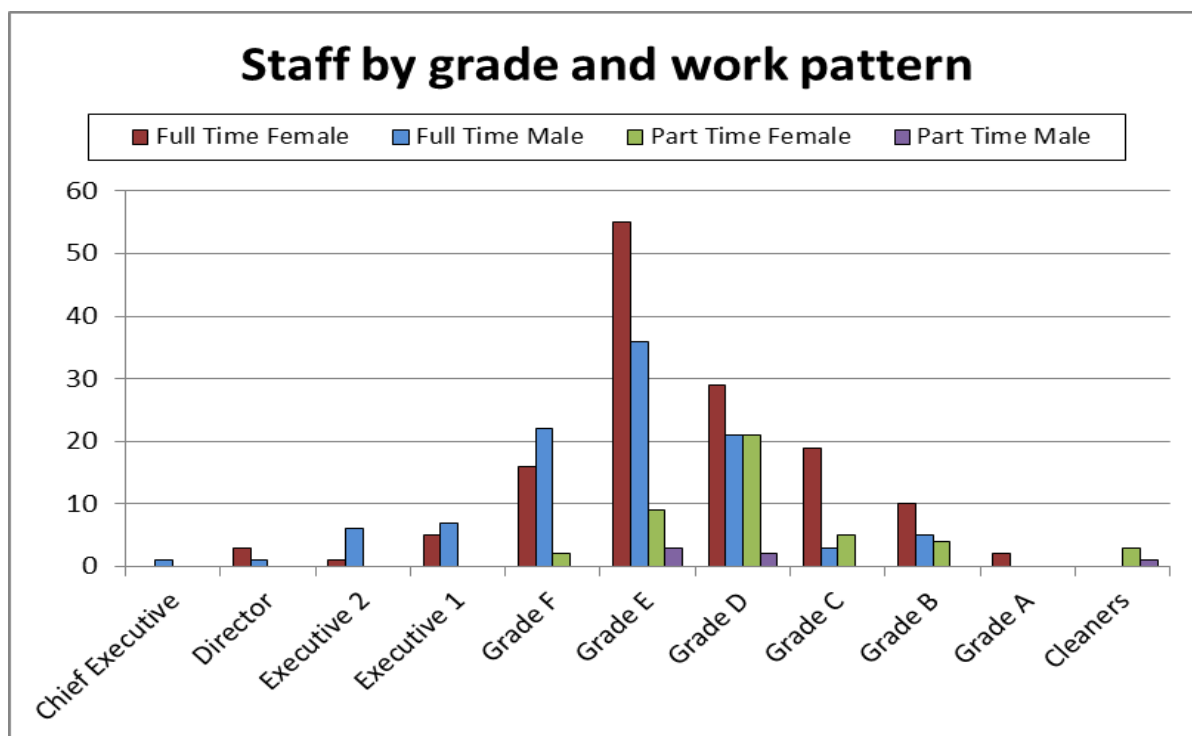


Chart 10: Flexible Working Requests Received

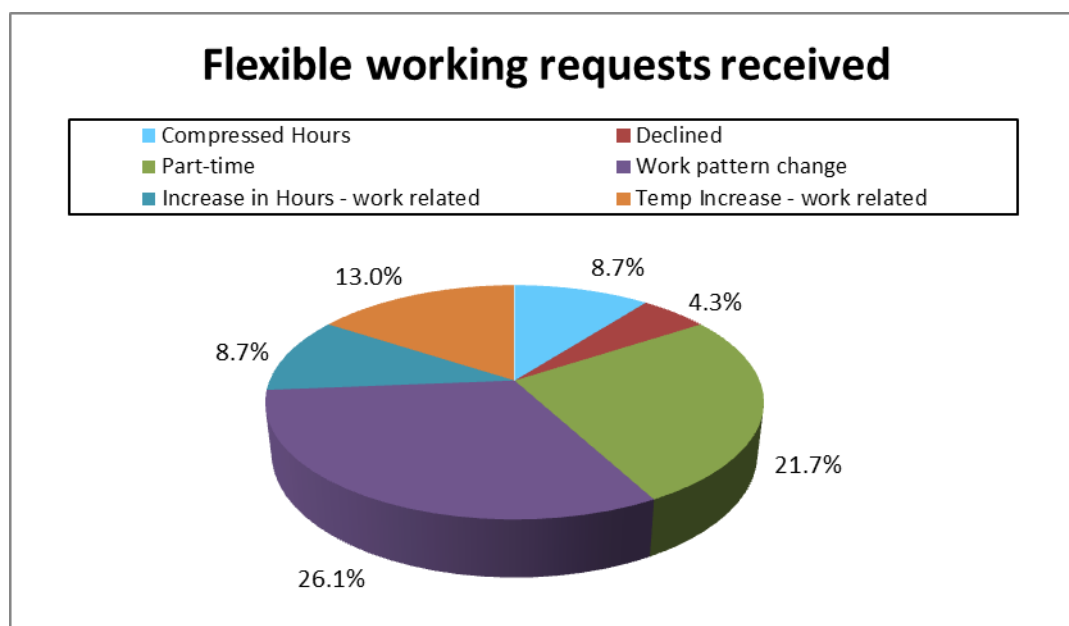


Chart 11: Flexible Working Requests Received by sex

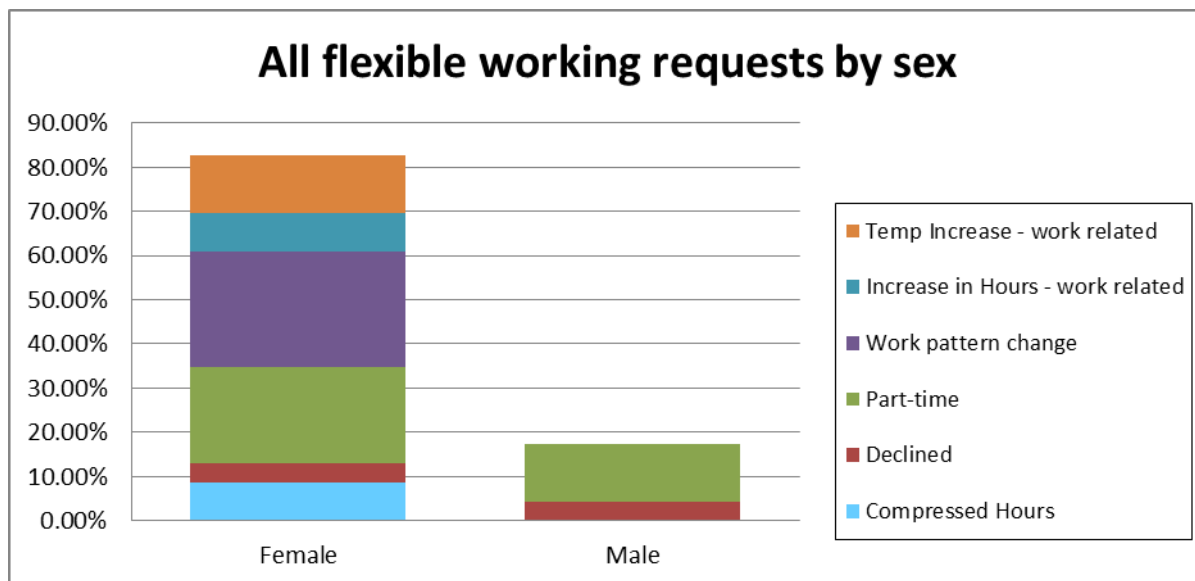


Chart 12: All HIE staff promoted in year

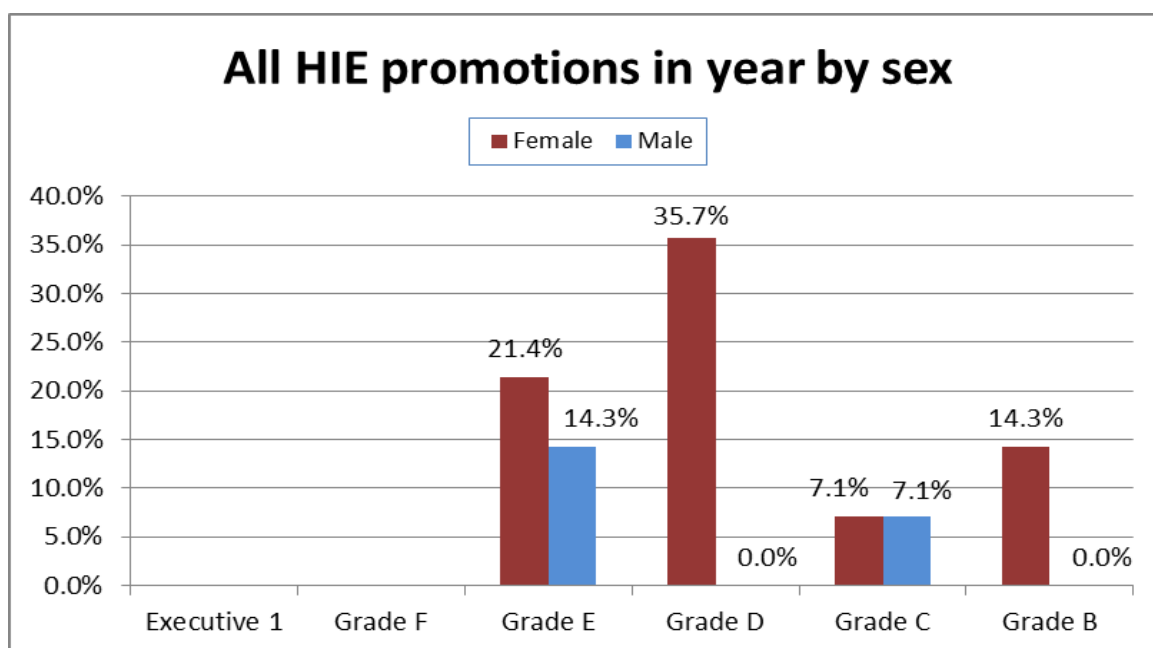


Chart 13: Maternity Leave and return to work arrangements

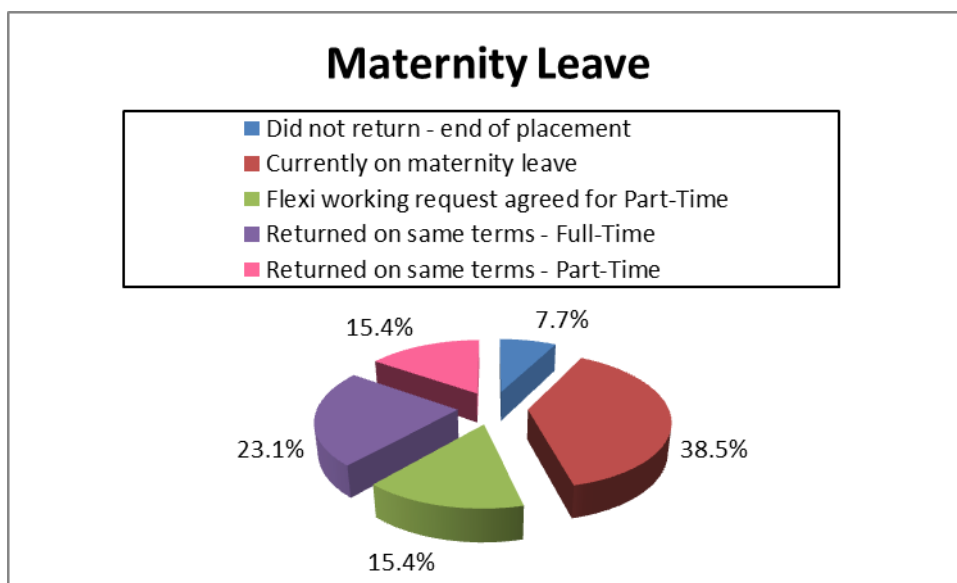
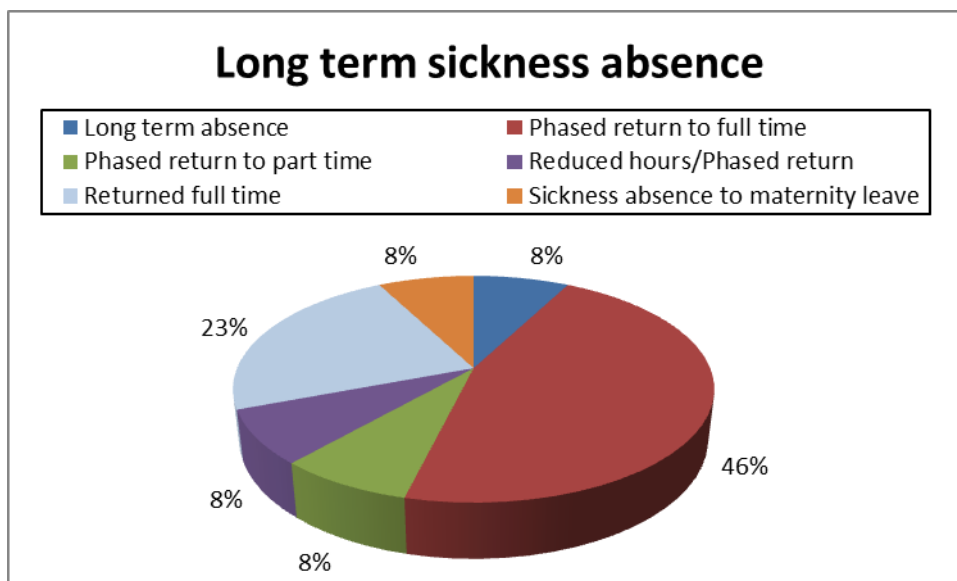


Chart 14: Long Term Sickness Absence & return to work arrangements



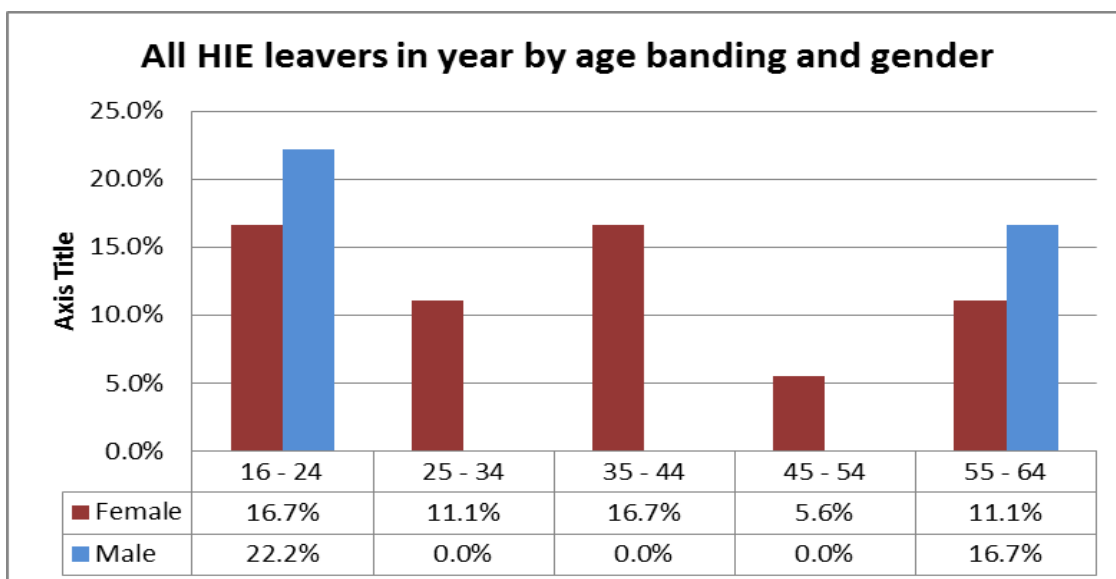
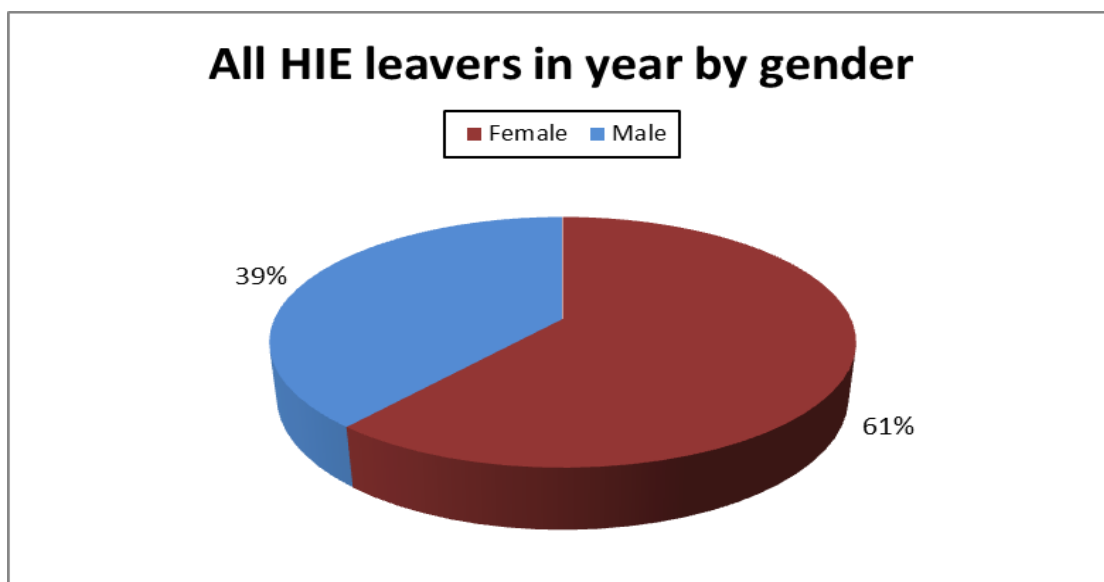
Starters and Leavers

The tables below provide information relating to new starts and leavers to HIE in the year to 31st March 2015. The HIE Human Resources team gather a range of information to allow reporting on all protected characteristics. The information provided is in relation to sex and age banding.

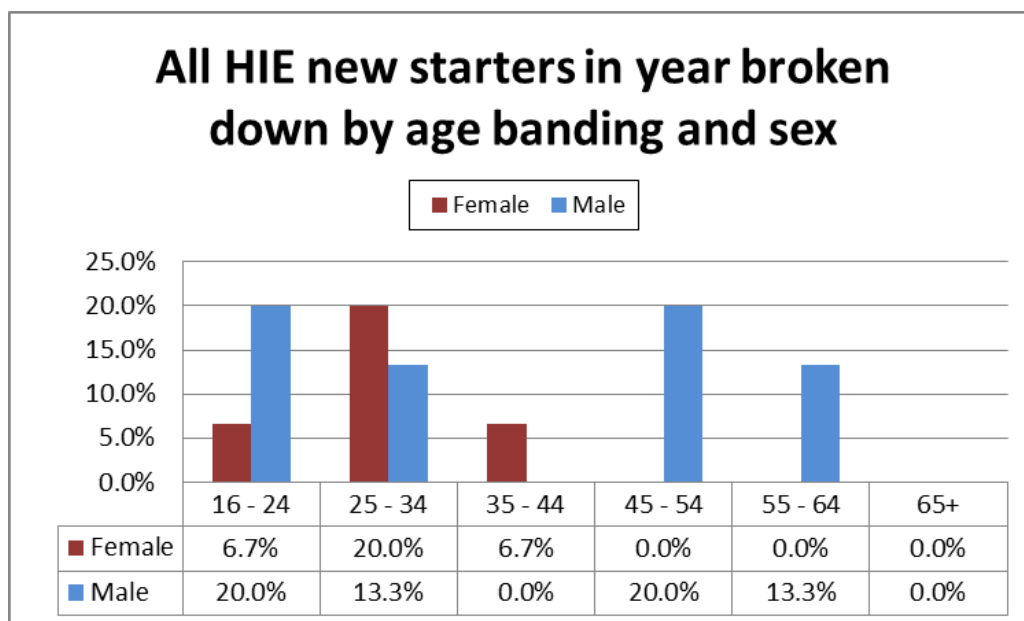
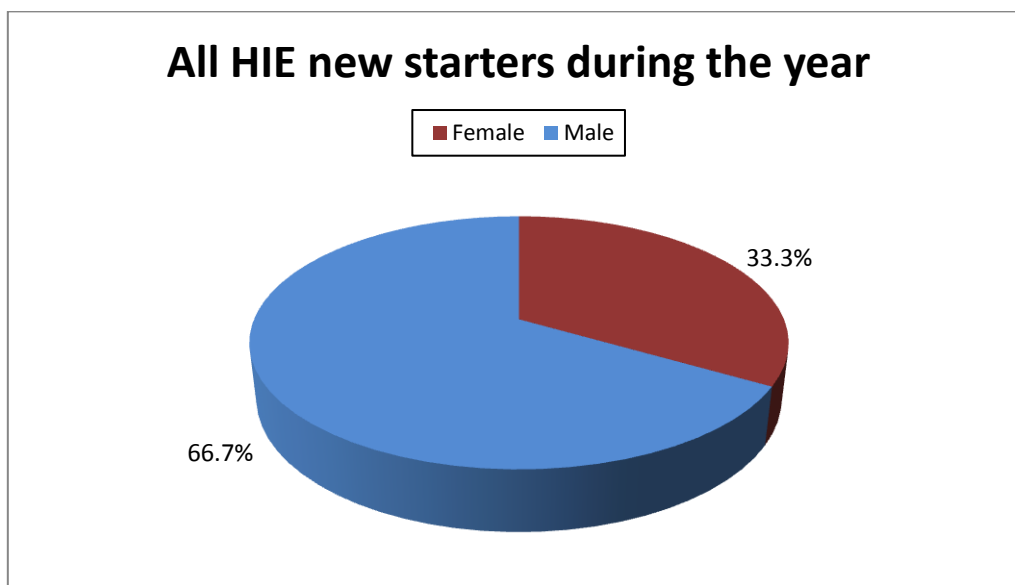
Information is also collected and reviewed from exit interviews completed by staff leaving HIE and allows any identified issues to be followed up.

Total turnover for the year shows at 6.16% with voluntary turnover at 3.77%.

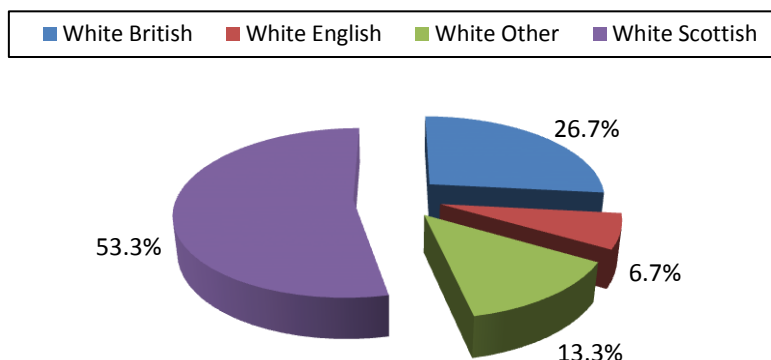
Charts 15 and 16: All HIE leavers during the year



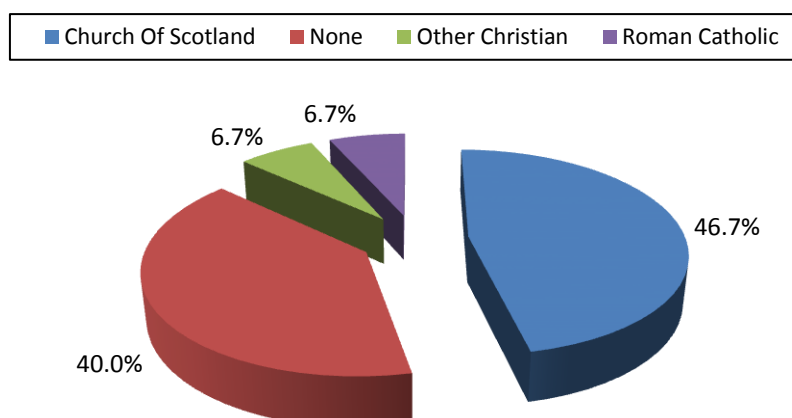
Charts 17 - 20: All HIE new starters during the year



All HIE new starters in year by race/ethnic origin



All HIE new starters in year by religion or belief



Recruitment and Selection

During the year 1st April 2014 to 31st March 2015, HIE undertook recruitment for 29 positions within the agency. From this recruitment, 26 applicants were successful (19 external and 7 internal applicants). This includes, utilising the Scotgrad recruitment process, for recruitment to 6 graduate placements of which 3 placements were successfully recruited to and 2 placements are currently being reviewed. During the summer of 2014 two summer placements were additionally recruited.

For the 29 positions advertised, the total number of applications received for the various positions was 224. The following tables provide a breakdown of the applicants and the appointments made (broken down by protected characteristics) for the 224 applicants who chose to complete the equality documentation.

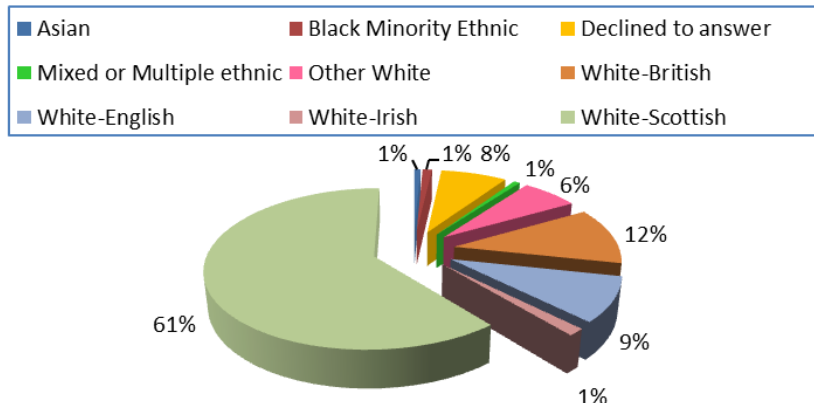
For 2014/15 all applicants completed the equality information. However not all chose to complete all questions with non-disclosure rates varying by characteristic: race 8%, gender 2%, disability 3%, religion or belief 8%, sexual orientation 4%, age 3%, marital status 3%.

The recruitment and selection data extracted is based on advertised posts with a closing date between 1/4/14 and 31/3/15.

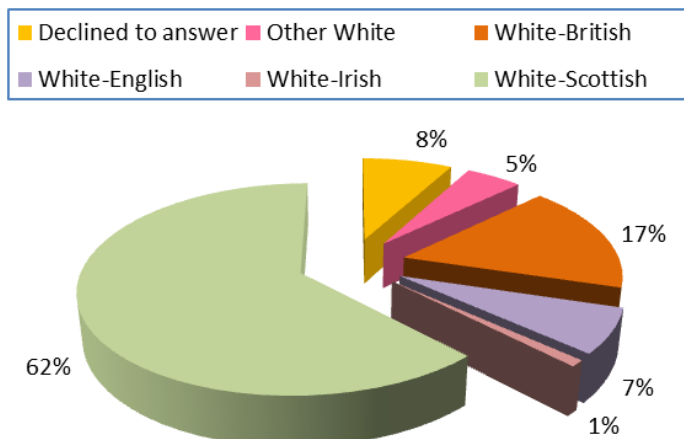
All equality data gathered includes both internal and external applicants. HIE will work to improve reporting to allow separate analysis. In 2013/14 HIE identified a system anomaly in data gathered for interviewed candidates and this has been resolved for 2014/15 monitoring.

Recruitment by Race / Ethnic Origin:

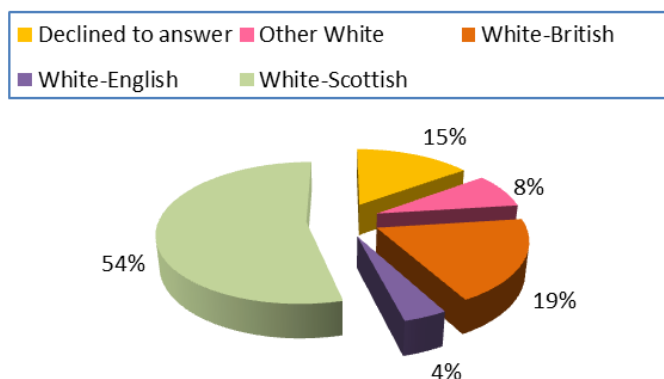
HIE recruitment - Applications by Race/Ethnic Origin



HIE Recruitment - Interviews by Race/Ethnic Origin

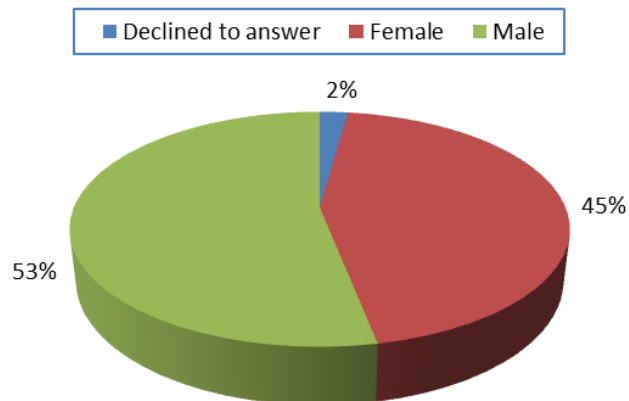


HIE Recruitment - Offers made by Race/Ethnic Origin

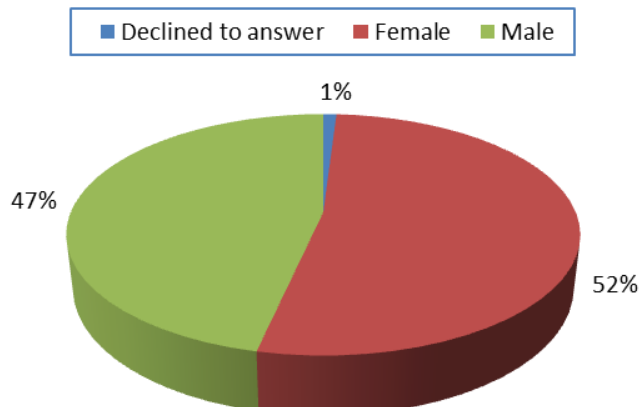


recruitment by Sex:

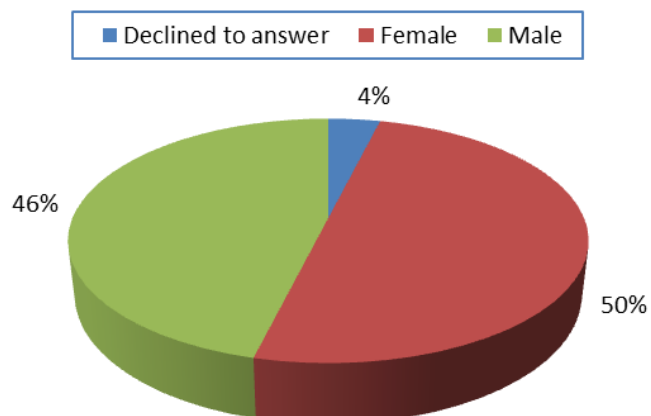
HIE recruitment - Applications by sex



HIE recruitment - Interviews by sex

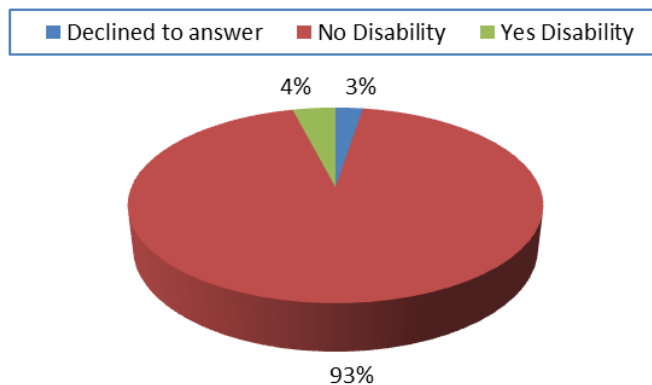


HIE recruitment - Offers made by sex

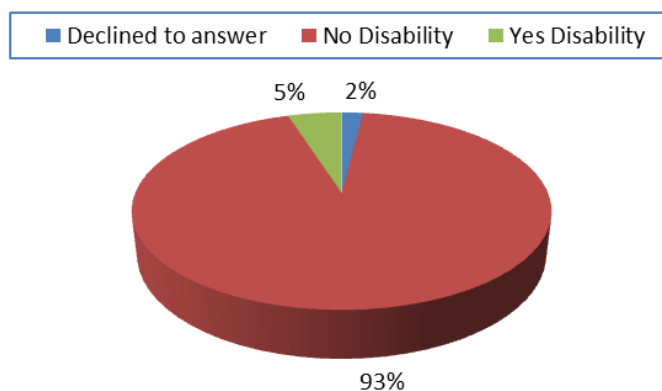


Recruitment by Disability:

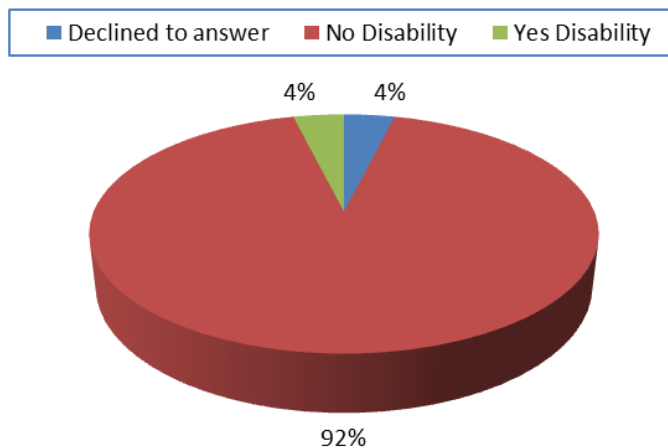
HIE recruitment - Applications by disability



HIE Recruitment - Interviews by disability

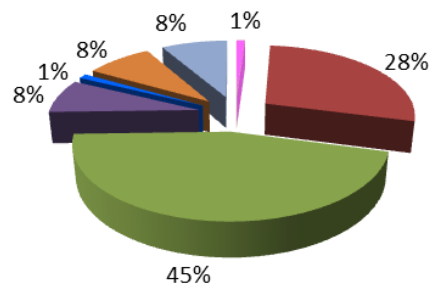
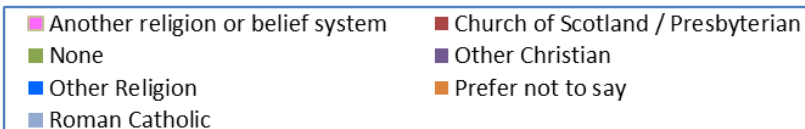


HIE recruitment - Offers by disability

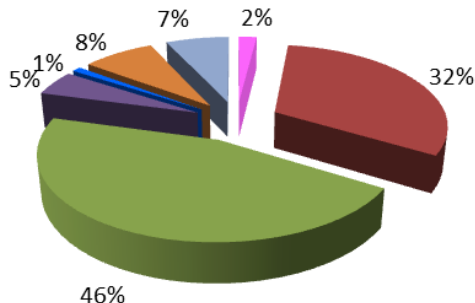
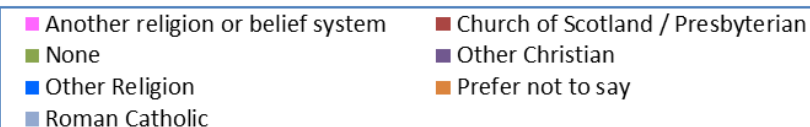


Recruitment by Religion or Belief:

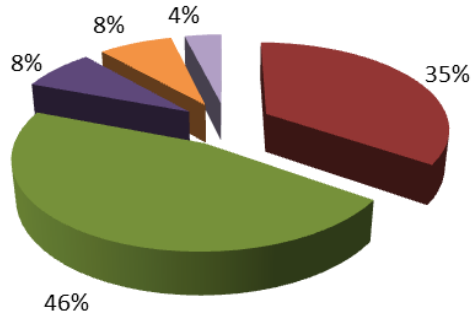
HIE recruitment - Applications by religion or belief



HIE recruitment - Interviews by religion or belief

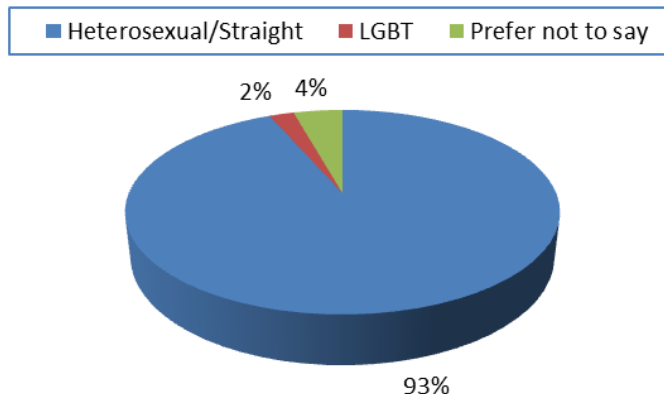


HIE recruitment - Offers made by religion or belief

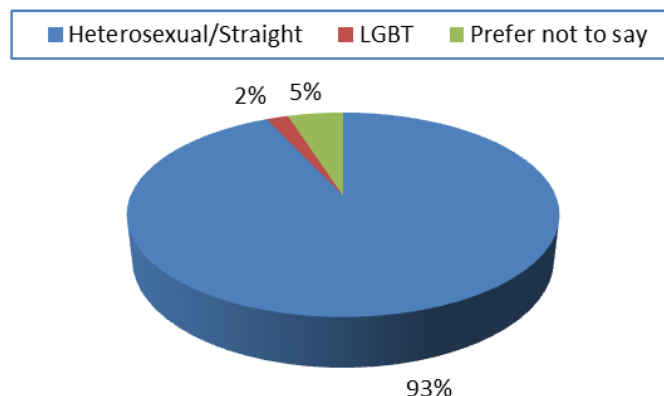


Recruitment by Sexual Orientation:

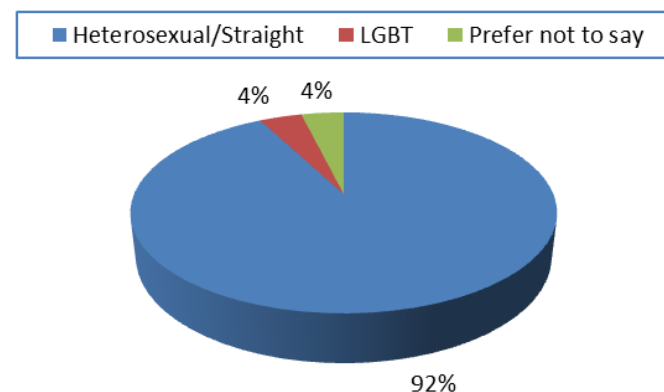
HIE recruitment - Applications by sexual orientation



HIE recruitment - Interviews by sexual orientation

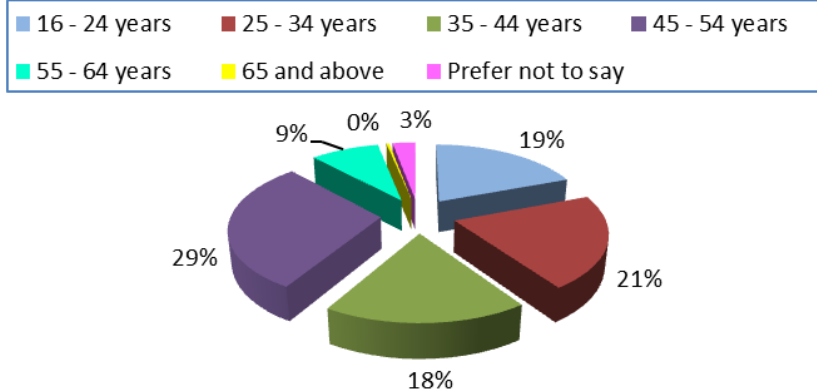


HIE recruitment - Offers made by sexual orientation

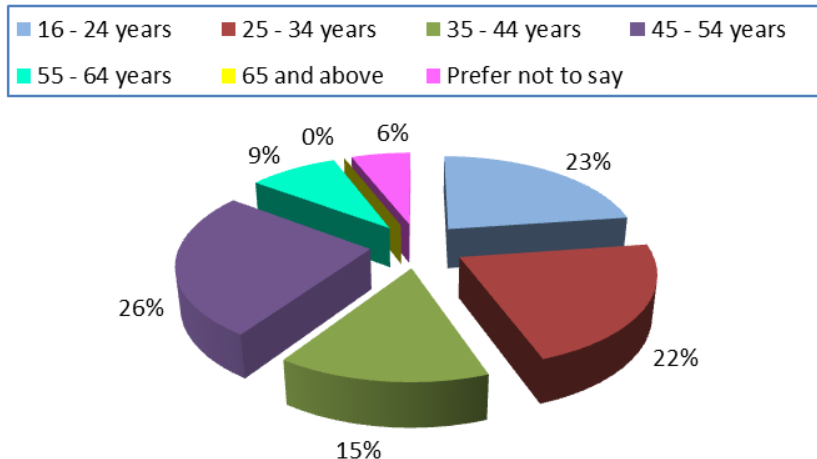


Recruitment by Age:

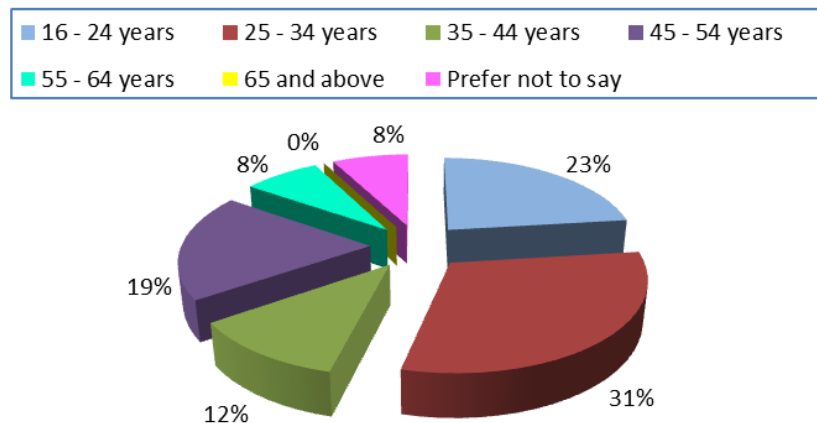
HIE recruitment - Applications by age banding



HIE recruitment - Interviews by age banding



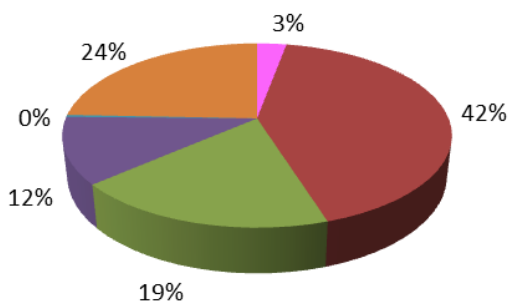
HIE recruitment - Offers made by age banding



Recruitment by Marital Status:

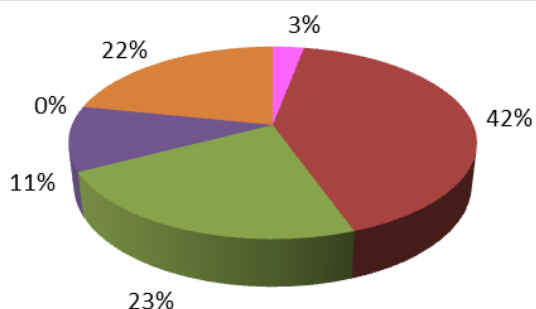
HIE recruitment - Applications by marital status

■ Declined to answer
 ■ Married/Civil Partnership
 ■ No information held
 ■ Partner
 ■ Single
 ■ Separated



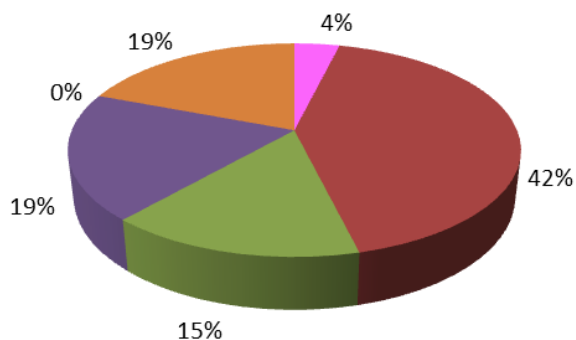
HIE Recruitment - Interviews by marital status

■ Declined to answer
 ■ Married/Civil Partnership
 ■ No information held
 ■ Partner
 ■ Single
 ■ Separated



HIE Recruitment - Offers by marital status

■ Declined to answer
 ■ Married/Civil Partnership
 ■ No information held
 ■ Partner
 ■ Single
 ■ Separated



Comments and Identified gaps in reporting

- From 1st April 2012, HIE introduced self service functionality to its HR system to allow all staff access to a range of their personal data and allowing ability to directly update a range of pre-defined information, including equalities. HIE will continue to encourage staff to complete and regularly update information.
- HIE currently gathers data on all training completed by staff, however it was noted that there are gaps in this data. HIE are working to ensure that all relevant data is collected and reported on.
- From 1st April 2013, HIE has introduced an online performance management system, this will allow the future reporting of all equality information in relation to performance.
- There were no identified capability, disciplinary or grievance issues over the past year therefore there is no data to report.
- HIE includes gender identity in recruitment and workforce monitoring to ensure that our policies and practices are responsive. Due to small numbers we do not publish this information.
- Analysis of 2013/14 recruitment equality data has identified an that data is not collated by the Scotgrad recruitment processes for marital status therefore there are some small gaps in data held in respect of this equality information captured for candidates. HIE will investigate whether the Scotgrad system can capture this equality information going forward.
- The current recruitment system is unable to breakdown equality analysis by internal and external applicants. HIE will investigate whether reporting can be improved to allow separate analysis.
- HIE is continuing to improve its digital presence through further development of IT systems which will address the identified gaps in reporting.