

Equal Pay Statement 2025



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd's nan Eilean

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Highlands and Islands Enterprise (HIE) is committed to equal pay, ensuring employees receive equal pay for equal work, work of equal value, or work rated as equivalent. This statement covers our approach to equal pay and occupational segregation in regard of gender, race and disability as set out in the Equality Act 2010 and sets out our policy on equal pay. HIE is also committed to the Public Sector Equality Duty, which requires us to consider how our policies and practices affect different groups and to take action to promote equality.

Our commitment to equal pay is embedded in our pay and grading policies and we regularly monitor our pay practices and publish relevant data in our [Equality Mainstreaming](#) and [Gender Pay Gap](#) reports.

Equal pay for equal work

Under the Equality Act 2010, men and women in the same employment performing equal work must receive equal pay. Equal pay applies not only to salary, but to all contractual terms and conditions of employment, such as holiday entitlement, pension payments and other benefits. There are three kinds of equal work:

- **Like work** – jobs that are the same or very similar in terms of tasks, skills and responsibilities.
- **Work rated as equivalent** – jobs assessed as equivalent through a job evaluation scheme.
- **Work of equal value** – jobs that are different but require similar levels of effort, skill and decision making.

Job Evaluation

To minimise risk of pay inequity, HIE operates an analytical JEGS job evaluation scheme which assesses and scores roles against criteria. This ensures that specific groups of employees are not underpaid for example removing the possibility of undervaluing roles that have traditionally been done by women. Having a transparent pay and grading system sends a positive message to our employees and potential applicants and demonstrates our commitment to fair work.

Addressing Occupational Segregation

We recognise that occupational segregation (both vertical and horizontal segregation) in our workforce may have a negative effect on equal pay gaps. We are committed to monitoring and analysing areas of segregation and implementing actions to address these. HIE also monitors the impact of new pay policies, starting salaries, promotions and the availability of flexible working arrangements at all levels of the organisation to understand whether men and women are progressing equally. For example, previous analysis suggested that the greater availability of part time work in senior grades could have a positive impact on pay gaps. Our [occupational segregation and employee monitoring data](#) is available to view in our most recent mainstreaming report.

Equal Pay Aims and Actions

Our aim is to achieve and maintain equal pay and to ensure that our pay and grading and benefits structure is transparent, based on objective criteria and free from bias. To achieve our aim HIE will:

- Promote equality of opportunity and the principles of equal pay throughout the organisation. We will identify and take appropriate remedial action to eliminate any unfair, unjust or unlawful practices that impact on pay.
- Identify where there is occupational segregation and take appropriate steps to address this and ensure employees are represented at all levels and across all business units.
- Use our job evaluation system to support our pay and grading structure; review and assess the impact of our pay practices, implementing appropriate actions to reduce any pay gap.
- Operate flexible and hybrid working policies that open opportunities to all employees across the pay grades.
- Appoint on merit, properly assessing the abilities of candidates for recruitment and promotion.
- Develop a culture that supports employees to achieve their full potential and support employees to develop where barriers may exist. Provide all employees with fair and equal access to training, development and promotion opportunities and monitor uptake.
- Provide appropriate training and guidance on equal pay for those involved in determining pay and grading matters in terms of job evaluation, new appointments, progression and providing advice.
- Ensure employees understand how their pay is determined.
- In conjunction with our Trade Union, conduct annual pay award equality impact assessments to identify and understand the reasons for any differences in pay within and between employee groups and to take action to eliminate gaps.

Responsibility

HIE's Director of HR, who is a member of Leadership Team, has overall responsibility for the aims and actions relating to equal pay and for ensuring that due consideration is given to the resources required to achieve equal pay. The HR team have day to day responsibility for implementing, monitoring and reviewing of all policies relating to pay and benefits.

Complaints

Queries about equal pay should be directed to HRhelpdesk@hient.co.uk.

We will respond to grievances on equal pay in accordance with our Grievance Policy.

Monitoring and Review

It is important that our approach to equal pay remains effective, so we regularly monitor our actions and their impacts to ensure they remain appropriate and relevant.

HIE regularly monitors its pay decisions and reports annually on new starts and promotions by sex, race and disability. Every two years HIE also publishes data on its gender pay gap, occupational segregation, and wider employee equality data as part of HIE's Equality Mainstreaming Report.

We consult with our recognised Trade Union, PCS, on any changes to this statement or any other actions to promote and implement equal pay.