

# EQUALITY MAINSTREAMING

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2017



## FOREWARD



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

We play a significant role in supporting [Scotland's Economic Strategy](#) which recognises the interdependence of sustainable economic growth and tackling inequality. These mutually supportive objectives result in inclusive growth which supports a strong, vibrant and diverse economy where growth is shared, creating greater prosperity and fairness for all.

HIE acknowledges and seeks to address issues such as unemployment, under-employment, in-work poverty and occupational segregation which impact on people, on businesses and on the economy. We are well placed to support an economic framework which values fair work. We support the adoption of the living wage and initiatives such as the Scottish Business Pledge through our account management approach and procurement of services.

We are also aware of the barriers faced by some rural or fragile communities and we seek to maximise community benefit through supporting infrastructure development such as increasing digital capability. We also seek to empower vibrant and sustainable communities through our community engagement.

Addressing inequality is an integral part of [HIE's Operating Plan 2016-19](#) which aims to ensure that growth is experienced across and within our region where everyone is able to contribute and to benefit.

A handwritten signature in black ink that reads "Charlotte Wright". The signature is fluid and cursive.

**Charlotte Wright**  
**Interim Chief Executive**

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## 1. BACKGROUND

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

Our Equality Mainstreaming Report 2017 reviews the delivery of our first equality outcomes. In addition we review progress in mainstreaming equality across HIE and analysis of HIE employee demographic information over the four years and how we have used it. We also report on HIE's gender pay gap and occupational segregation data, including information on race and disability. We have refreshed HIE's Equal Pay Statement accordingly. We also incorporate information on the gender balance of HIE's board and action we have taken and propose to take to promote greater diversity of Board membership.

We have used the [Public Sector Equality Duty](#) (PSED) to make material differences for the people of the Highlands and Islands. The report demonstrates how we have used and improved the evidence available to us to achieve our equality outcomes and to ensure that this becomes a sustainable part of our day to day activity (mainstreaming). We have done this by using people (equality) impact assessment as a business improvement tool and by integrating equality considerations within our procurement function. The report illustrates our progress through use of case studies and relevant graphics.

Listening to a range of people over the past four years, including engaging with HIE's Equality Advisory Panel, has helped shape the content of this report. Our Equality Advisory Panel 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. Since 2013 we have broadened representation on the panel to include the Highland Youth Convenor, to reflect more fully young people's views.

Our approach to equality and diversity is founded on the provisions of the Equality Act 2010 and the PSED 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 role as employer 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.

## 2. KEY POINTS AT A GLANCE

Our suite of equality outcomes 2013-17 has increased equality of opportunity for a range of people across the region. We have created employment and development opportunities for an increasing number of people, particularly young people and women. As an employer we have accommodated the needs of a range of staff who have caring responsibilities or who have a disability. We have helped tackle prejudice and discrimination by facilitating the reporting of incidents motivated by prejudice in our communities, particularly on the grounds of race, religion, disability and sexual orientation.

### Increasing employment prospects for young people

Since 2013 we have increased equality of opportunity for young people who were disadvantaged in finding suitable employment within the Highlands and Islands. Our research<sup>1</sup> tells us that young people's experience of living, studying and working in the region has improved over the past five years:

*“Young people think the Highlands and Islands is improving: around half (51%) of young people think the Highlands and Islands region is a better place to live now than it was five years ago.”*

We have made significant progress in improving prospects for young people through delivery of HIE's programmes, creating positive outcomes for an increasing number of young people as illustrated in Figure 1.

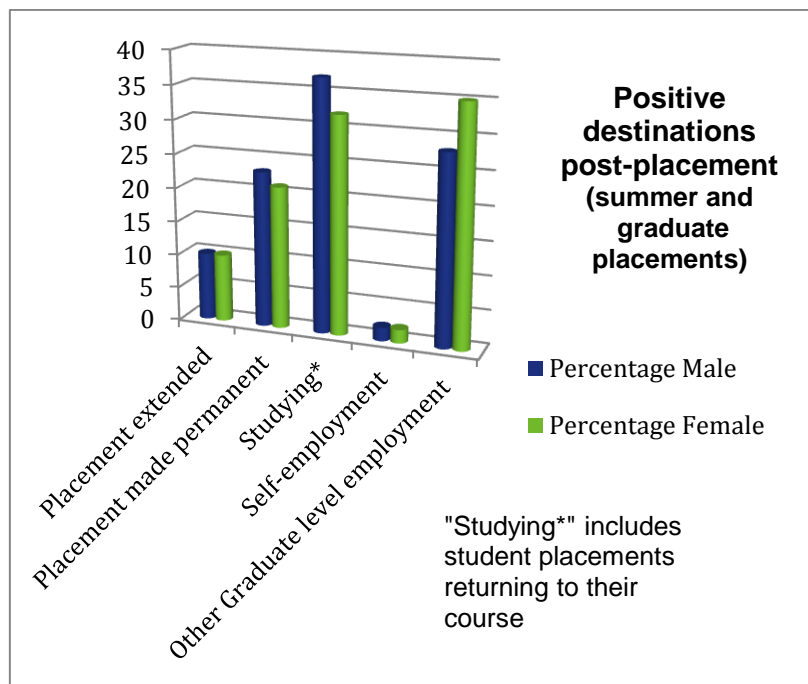


Figure 1: Positive Destinations after placement with businesses across the Highlands and Islands 2013-16

HIE has also made a significant impact as an employer. HIE achieved Investors in Young People status in 2014, recognizing the work we do to support young people's careers: since 2009 the proportion of young people in HIE's employment increased from 2.6% to 5.7%, including Modern Apprentices. This ensures that we reach young people who have a range of abilities and aspirations.

<sup>1</sup> "Young People in the Highlands and Islands: attitudes and aspirations" (2015)



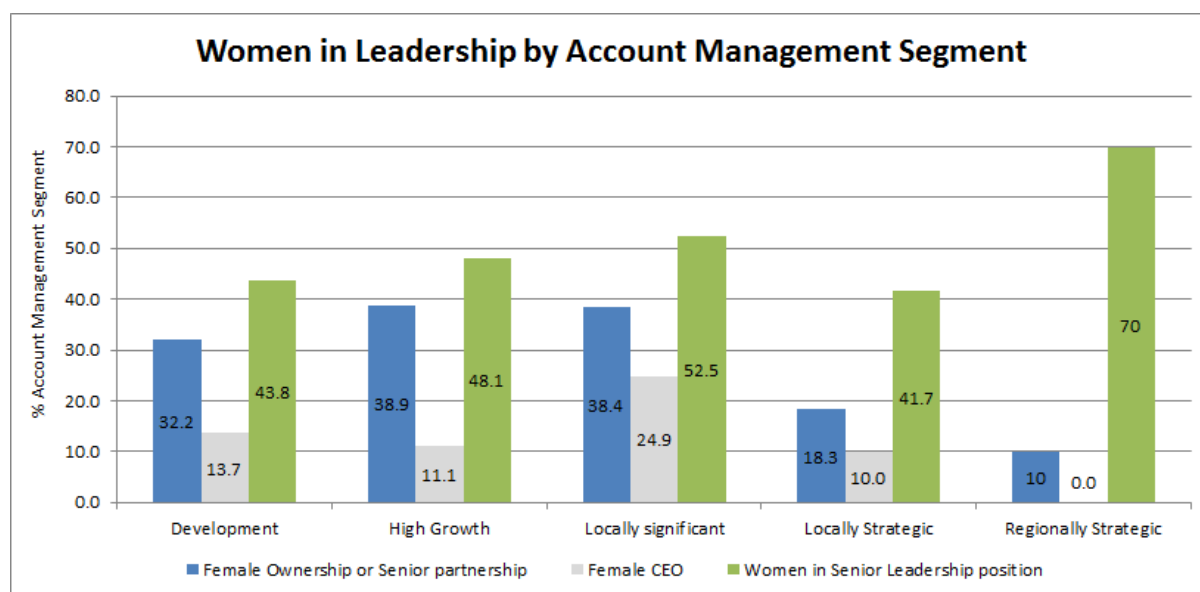
Our youth research explored the experiences and aspirations of young men and women and young people of differing ages, abilities, identities and faith across the Highlands and Islands. This has given us a more granular analysis of young people’s views and will inform interventions designed to make the Highlands and Islands a good place for all young people to live, work and study.

### Women in leadership

Over the past four years we have enhanced the leadership capability of an increasing number of women through our suite of programmes. We have raised women’s awareness of their potential as board members, including creating greater gender balance on HIE’s own board.

We have established comprehensive benchmark data for the leadership profile of HIE’s account managed businesses and social enterprises. This shows different gender patterns in the leadership of businesses and social enterprises with significantly more women driving the social enterprise sector.

When broken down by type of business and stage of development over 40% of senior leaders across all segments are female, although this is lower for business ownership and CEOs, as indicated in Figure 2.



**Figure 2: Women in leadership roles by business types / segmentation (account managed businesses)**

We analysed gender participation rates on HIE programmes which has enabled us to review the extent to which HIE’s leadership, entrepreneurship, business growth and social enterprise / community programmes help to increase the contribution of women to the leadership capability of the Highlands and Islands. Women’s representation has increased on many of our programmes, demonstrating the value of our “gender aware” approach to programme delivery. Enhanced programme monitoring ensures that HIE is responsive to the needs of both male and female entrepreneurs and business leaders.

We increased the proportion of women on HIE’s own board since 2013 with women representing 36% of board members over the four year period (Figure 3).

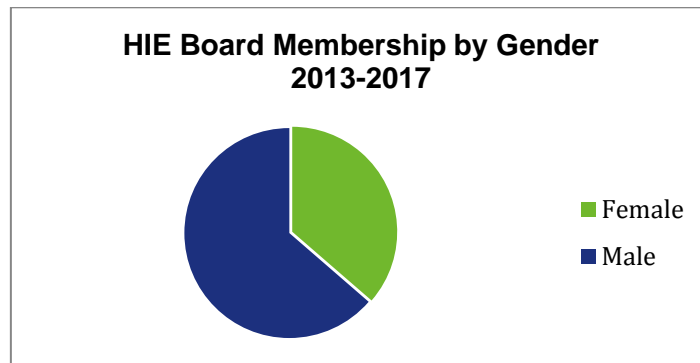


Figure 3: gender representation on HIE's Board 2013-17

### HIE employment and dispersed locations

Increasing flexibility of work location and working patterns has enabled HIE employees who have a range of caring responsibilities, or who have a disability or health condition, to work in senior roles across the region. Since 2013 adopting a range of initiatives and policies has resulted in external recognition of HIE’s contribution to delivering inclusive working practices which have benefited young people, parents (particularly women), carers and disabled employees.



Increased access to flexible working has been instrumental in opening up opportunities for employees across HIE. Flexibility applies to work location as well as to working patterns with an increasing range of roles being located in dispersed locations.

Flexible working patterns go beyond part time working. Compressed hours (working full time hours over fewer working days) have proven to be particularly relevant for women working in higher grades. Figure 4 illustrates that 34% of women working part time are on grade E or above while 84% of women working full-time compressed hours are in these grades.

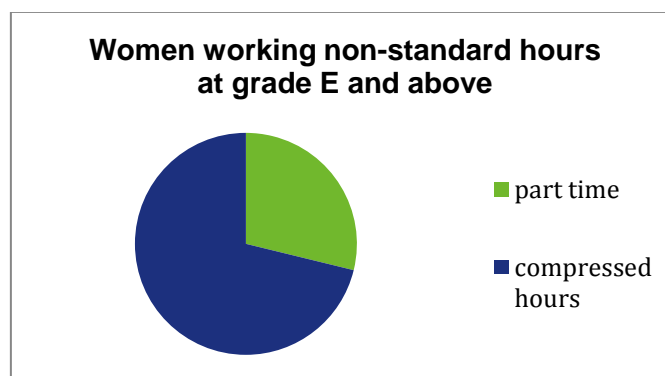


Figure 4: Women in HIE’s workforce working non-standard hours in higher grades by working pattern

This indicates that flexibility of full-time hours helps women sustain career development in higher graded roles.

### Addressing prejudice

We have helped tackle prejudice and discrimination, particularly relevant to people who experience incidents in relation to their race, religion, disability or sexual orientation, the motivating factors which tend to be reported in the region.

HIE continues to work in partnership in Highland to address the incidence of hate crimes and incidents within our communities. Work to integrate the Hate Free Highland (HFH) and Police Scotland online reporting tools has been completed. Analysis of reports indicates that the rate of reported incidents is low in the region (Figure 5), however engagement with equality groups tells us that hate crimes and incidents remain under-reported.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Hate Incidents	106	126	107	137	130	157
Hate Crimes	N/A	N/A	N/A	146	117	130

Figure 5: Police Scotland - Highland Hate Incident / Crime Statistics 2010-16

The aggravating factors behind the most common hate incidents in the Highland and Islands are race, religion, disability and sexual orientation (Figure 6).

Year	Race (4.5%- 5.9%)	Religion (2.2%- 4.2%)	Disability (2.4%- 6.4%)	Sexual Orientation (2.4%-4.8%)	Transgender	Total
2010-11	221	15	3	11	0	250
2011-12	271	36	2	25	0	334
2012-13	223	17	8	35	0	283
2013-14	190	22	9	35	3	259
2014-15	173	24	10	23	0	230
2015-16	189	14	5	40	0	248

Figure 6: Hate Crimes by protected characteristic across the Highlands and Islands

Addressing prejudice-based incidents and crimes is an important part of sustaining vibrant and welcoming communities. Focusing on implementation and awareness-raising we have engaged with third party reporting agencies in Highland, who support members of the public who experience or witness hate incidents, offering an alternative to direct contact with Police Scotland.



### 3. REVIEWING HIE'S EQUALITY OUTCOMES 2013-17

HIE's equality outcomes 2013-17 aimed to address:

- a) disadvantage faced by young people in employment
- b) under-representation of women in leadership roles
- c) disadvantage experienced by employees working in dispersed locations
- d) prejudice faced by people living in our communities.

This section reviews our progress in achieving these aims.

#### 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**

When reviewing progress in achieving our outcomes in 2015 we said we would:

- review the findings of our **youth research**, including disaggregating responses by equality characteristics
- extend and develop our use of equality monitoring of **HIE's programmes**
- as an employer, increase promotion prospects for **HIE's young people**.

#### **Youth Research**

In 2015 HIE commissioned [Young people and the Highlands and Islands: attitudes and aspirations research](#) to update 2009 baseline information, exploring where progress has been made and where challenges remain. The research concluded that:

*“Young people think the Highlands and Islands is improving: around half (51%) of young people think the Highlands and Islands region is a better place to live now than it was five years ago.”*

*“Young people have a clear view on the factors they think would make the Highlands and Islands a more attractive place to live, work and study: high quality jobs, opportunities for career progression, good access to housing, good access to Further Education/Higher Education and affordable transport links are the top five factors for young people with 61% to 68% ranking these as very important in making the Highlands and Islands attractive to live in.”*

We also published the [Young People in the Highlands and Islands: Equalities Report](#) which specifically focused on the differing experiences and aspirations of young men and women and young people of differing ages, abilities, identities and faith. The 2009 report had indicated that these young people tended to have a less positive experience than young people in general. By 2015, while still less positive than others, these young people were more positive about living, studying and working in the Highlands and Islands than their counterparts in 2009. However young people's views, experiences and aspirations are not homogenous. For example:

- young women are more likely than young men to want to work in their local area, despite being more negative about employment opportunities
- LGBT young people are more likely to be reluctant leavers from the area
- young disabled people are more likely to seek work after school than a university or college place

- those who identify as Christian or of no religion or belief are more likely than those of other faiths to feel it is OK to be different in their local area and more likely to feel included in their community

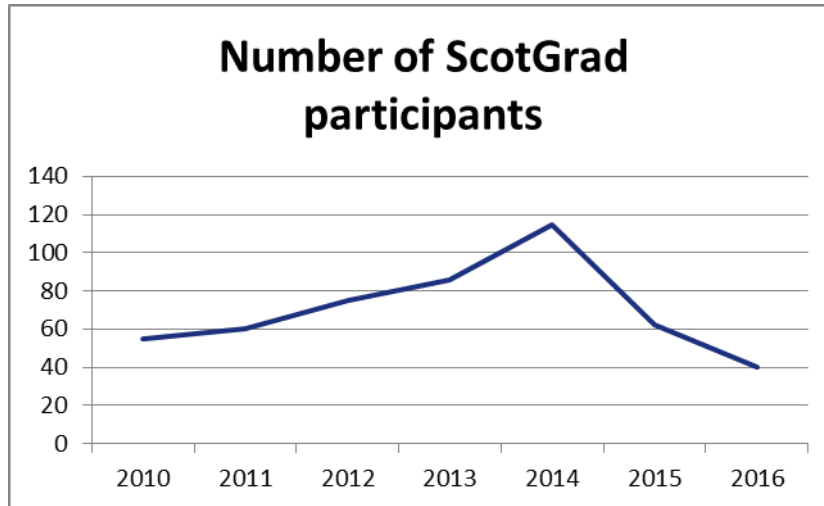
The findings suggest an ongoing challenge to meet the aspirations of the full range of young people in the region. They enable a more granular analysis of young people’s views which will inform interventions designed to make the Highlands and Islands a good place for all young people to live, work and study. Combined with HIE’s later research on occupational segregation this provides invaluable intelligence to inform HIE and partnership priorities.

The case study on page 11 illustrates how we involved HIE’s young people in dissemination of the research findings.

### **Equality monitoring of HIE’s placement programmes**

In relation to our outcome we have successfully increased opportunities for young people in a range of work environments, both with businesses across the Highland and Islands and as an employer.

We have supported graduate and student placements in businesses since 2010 under the TalentScotland Placement Programme and we re-launched this as the ScotGrad programme in August 2013. We have increased the number of people who have been able to access these opportunities and Figure 7 shows the number of graduate and student placements from 2010 to 2016. This increased year on year until 2014: from 2015 the funding criteria for organisations seeking placements has been slightly stricter to ensure a consistently high quality placement experience for those participating. In the first quarter of 2017 we have already placed eight graduate placements.

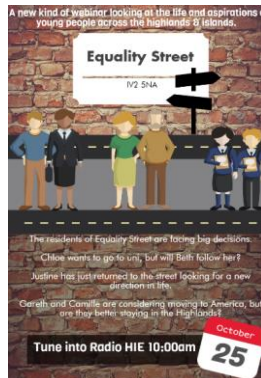


**Figure 7: the number of graduate and student placements by year across businesses of the Highlands and Islands**

Women represent the majority on the graduate placement programme, reflecting national data that women have high levels of qualification and employment in their early years.

## HIE YOUTH WEBINAR

What better way to deliver the findings of HIE's research, [Young People in the Highlands and Islands: Equalities Report](#), than to task HIE's younger staff with delivering an innovative and alternative session for the wider organisation?



Poster advertising the webinar

The team chose to record and deliver a live webinar, which took the form of a radio play. Each scene reflected statistics from the report, portraying the choices and aspirations of three groups of young friends across the Highlands and Islands. Their workplan allocated responsibilities for script writing, filming, recording, marketing, promotion, graphic design and evaluation.

The webinar finished with a Q&A session with the team who skillfully fielded questions on the report's findings and what they can do to promote the region to other young people. They emphasised the role of housing, travel and digital connectivity in developing the area as a great place for young people to live, work and study.



Graphics showing the research findings



Webinar team members in the studio

The team was keen to make the webinar as interactive as possible. A pre-webinar quiz, testing HIE employees' knowledge of young people's choices, attracted 32 responses. The live webinar attracted a total of 56 HIE employees, while a further 24 viewed the webinar afterwards online. Staff from all of HIE's business units and area offices tuned in to the webinar, significantly extending the reach of HIE's typical webinar delivery.

As well as developing and delivering an engaging webinar, the team evaluated their experience. Overall, they collectively developed skills in data interpretation, marketing, communication and team-work.

*"It was innovative and refreshing – great to see a different approach to presenting a message and the successful use of technology!"*

*HIE Employee, Community Assets Team*

We have undertaken equality analysis of placement programme participation and outcomes to develop a more informed and refined approach to programme delivery. Post placement outcomes have been captured, of which the vast majority (94%) have gone on to positive destinations as outlined in Figure 8.

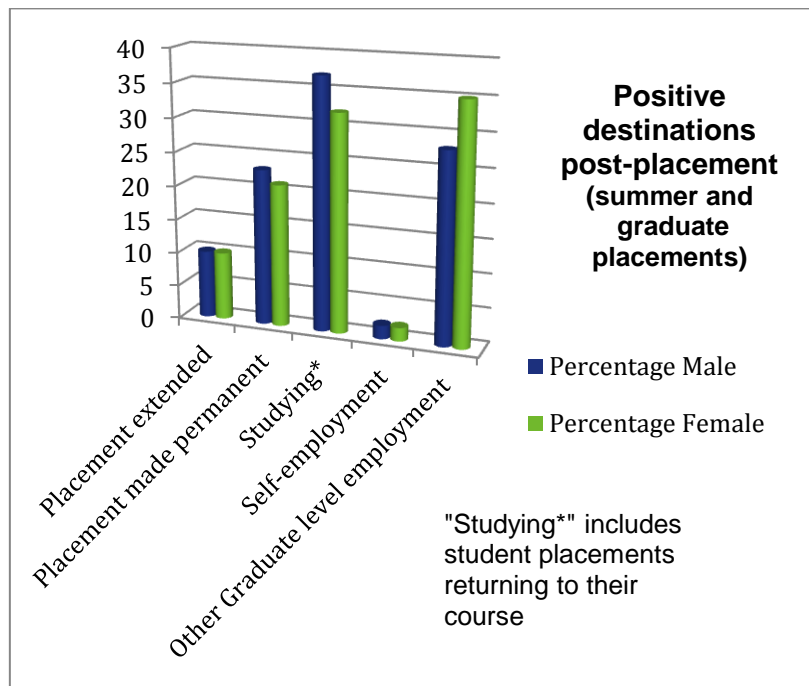


Figure 8: Positive Destinations after placement with businesses across the Highlands and Islands 2013-16

The current HIE placement programme will be running until March 2018 and we are currently reviewing options so that we could continue the offering thereafter. The programme delivers around 115 placements per annum for graduates and students through five different strands; Graduate Placements, Student Placements, Gaelic Student Placements, Social Business Graduate Placements and Knowledge Exchange Placements.

One benefit of offering placements is that some young people have been able to stay in the Highlands and Islands rather than seek work elsewhere. [Student Diane Bruce and graduate Rowan Paterson](#) were placed with Fèisean nan Gàidheal. Diane has returned to complete her Gaelic course and Rowan was offered a permanent role when her placement ended.

As well as retaining students and graduates locally the programme also attracts people into the Highlands and Islands, growing the population. Grace, Rachel and Claire all moved to the area to undertake graduate placements and have settled well into their new communities (Figure 9).



Figure 9: Personal journeys to take up placements

These case studies can be found on the ScotGrad website:

[www.scotgrad.co.uk/news/graduates-and-students/moving-to-the-highlands-and-islands](http://www.scotgrad.co.uk/news/graduates-and-students/moving-to-the-highlands-and-islands)

In addition to these placement opportunities HIE has also worked with schools-based programmes such as Crofting Connections, strengthening links between school and community in many of our rural areas. HIE exceeded expected impact in relation to the number of communities experiencing increased capacity as a result of engagement with young people from local schools. HIE's involvement with the project has been completed and it is now being integrated within Developing Scotland's Young Workforce and the Curriculum for Excellence.

HIE's support for initiatives which develop a talent pipeline of young people helps address under-representation of young men and women in particular sectors. For example women make up only 18% of those in ICT (information and communications technology) roles in Scotland; girls' interest in studying or working with computers is low and wanes over the course of their school years from 20% of National 5 Computing Science entrants in 2015 to 17% at higher grade and 13% at Advanced Higher.

[CoderDojo Scotland](#) Clubs typically attract a 74% male / 26% female attendance. In 2016 the CoderDojo club facilitated by the University of the Highlands and Islands STEM Hub ran a summer camp aimed at school pupils aged 16 and under, with some workshops reserved for girls only, to encourage girls to participate.

Feedback suggested that girls were not enthusiastic about girls-only sessions, perceiving them to be of lesser value than mixed gender sessions despite the content being identical. However those who attended the girls-only sessions were more likely to return than those who attended the mixed workshops. Although the sample size is small this indicated a need to explore further effective ways of engaging girls' interest in the subject.

Subsequently HIE delivered a series of marketing workshops for schools which used the development of the Science Skills Academy branding as the workshop focus. This explored a range of STEM and digital skills careers and techniques through the medium of developing marketing skills, illustrated by both male and female role models. The series of marketing workshops was run for both mixed and girls-only groups of primary and secondary pupils and we will review how this approach appealed to both girls and boys.

### **As an employer, increasing promotion prospects for HIE's young people**

HIE also contributes to increasing youth employment as an employer. In 2014 HIE achieved Investors in Young People status in recognition of the work we have done to develop young people's careers.



During the period 2009/15 the proportion of 16-24 year olds in HIE's workforce increased from 2.6% to 5.7%. At July 2016 HIE employed 16 young people in this age group, representing 5% of the workforce, across grades A to D, with a number of both graduate placements and Modern Apprenticeships as set out in Figure 10.

By 2016 only half of the young people in our employment were in graduate placements or apprenticeships. The remainder was either directly appointed or had returned to HIE's employment at a later date. In 2016 15 employees who initially started as graduate placements or Modern Apprentices had secured promoted appointments and gone on to develop their careers within HIE.

Dates	Graduate Placements	Modern Apprenticeships
Prior to 2013/14	13	6
2013/14	6	3
2014/15	1	2
2015/16	2	0
2016/17	5	5

**Figure 10:** number of Graduate Placements and Modern Apprenticeships in HIE's workforce 2013-17

### Summary of outcome achievement

Our research tells us that young people's experience of living, studying and working in the region has improved over the past five years. We have made significant progress in improving prospects for young people through delivery of HIE's programmes and as an employer, creating positive outcomes for an increasing number of young people. We have also increased our understanding of the differing experiences and aspirations of young men and women and young people of differing ages, abilities, identities and faith. This will inform development of policies and programmes for the future.

In preparing for our new suite of equality outcomes we recognize that there is scope to extend our work over the next four years. We will focus on ways in we can maximize opportunities for all young people in the Highlands and Islands, building on learning from our research and the solid foundation achieved from our outcome 2013-17.

**b) Equality outcome two: there is an increasing number of women in leadership roles in the Highlands and Islands**

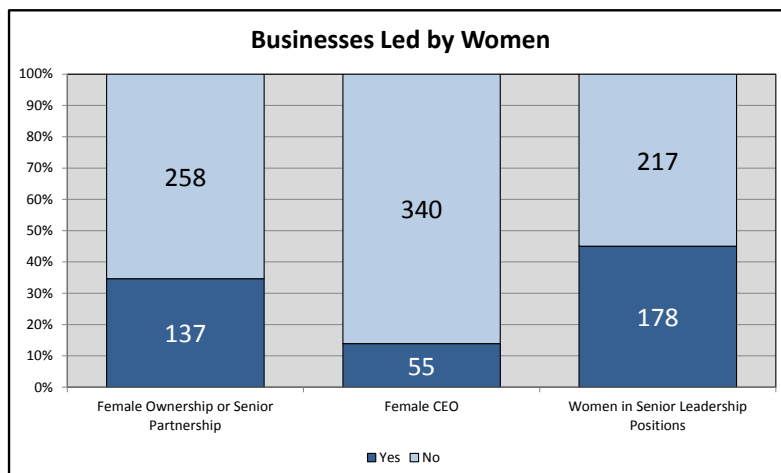
When reviewing progress in achieving our outcomes in 2015 we said we would:

- gather account management business / social enterprise **leadership demographics**
- increase the proportion of women accessing **HIE’s programmes**
- increase the proportion of women on **HIE’s Board**
- consider setting **targets for outcomes** from 2017

**Leadership demographics**

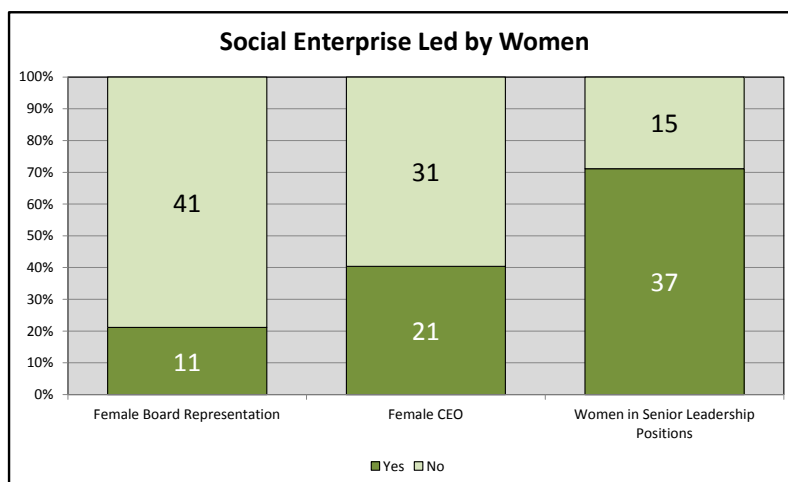
HIE recognises that women are currently under-represented at senior levels in the business community of the Highlands and Islands. In 2016 we gathered information on the gender demographics of HIE’s account managed businesses and social enterprises. This shows different gender patterns in the leadership of businesses and of social enterprises, with significantly more women driving the social enterprise sector.

As set out in Figure 11, 35% of businesses (137) are in female ownership or senior partnership; 14% have a female CEO (55); 45% have women in senior leadership positions (178).



**Figure 11: leadership of 395 HIE account managed businesses by gender 2016**

Figure 12 shows that for social enterprises, 21% (11) have female representation on their board; 40% have a female CEO (21); 71% have women in senior leadership positions (37).



**Figure 12: Leadership of 52 HIEs account managed social enterprises by gender 2016**



Information gathered in 2014 from HIE’s Business Panel Survey indicated that there are also different age profiles of female business and social enterprise leaders: women were more likely to be in leadership roles in social enterprise between the ages of 35 and 55, while their business counterparts were more likely to be younger, in the age group 26 to 44.

We also analysed the representation of female leaders by account management segment – business type and stage of development. This found that locally significant organisations have the greatest number of women in leadership in all three roles - ownership/senior partnership, CEO and senior leadership. Overall more than 40% of each account management segment have women in senior leadership positions, as indicated in Figure 13.

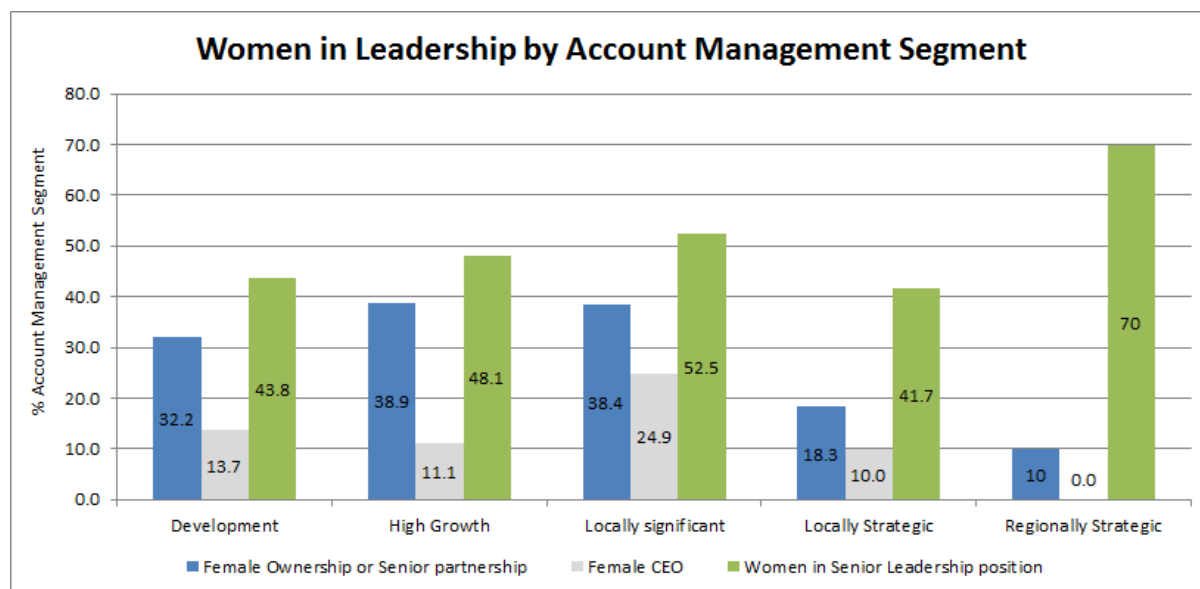


Figure 13: Women in leadership roles by business types / segmentation (account managed businesses)

### Gender Balance on HIE’s programmes

Demographic information provides a benchmark against which to review the extent to which HIE’s entrepreneurship, leadership, business growth and social enterprise/community programmes help to increase the contribution of women to the leadership capability of the Highlands and Islands.

Gender analysis of participation in HIE’s programmes, set out in Figure 14, indicates that, prior to 2013, women represented between 12% and 67% of participants, depending on the programme, and between 11% and 71% since then.

Women’s representation on **entrepreneurship programmes** has improved slightly overall, remaining low on some programmes and with particularly high female representation on a pilot programme with Entrepreneurial Spark. In 2016 HIE delivered a three-month pilot of a “virtual” accelerator in the Highlands and Islands in partnership with [Entrepreneurial Spark](#) and supported by the Scottish Government and Harper Macleod. Traditionally, premises-based accelerators were difficult for businesses in the Highlands and Islands to access and the pilot was the first time a “virtual” model has been tested with the bulk of the support delivered online. Premises-based accelerators typically have a ratio of 43% male and 57% female participants with an average age of 36 years. The pilot operated by HIE attracted 29% male and 71% female participation with an average age of 40 years.

Since 2013 women’s participation in HIE’s **leadership programme** has increased, with women representing 41% of those attending the Innse Gall programme. HIE adopted a



“gender-aware” approach to programme delivery, raising awareness with account managers and the programme deliverer of the impact of under-representation of women in leadership.

In relation to **business growth programmes** the Smart Exporter programme continues to attract a significant proportion of female participants, increasing from 43% to 48% since 2013.

Programme	Pre-2013				2013 and later			
	Date	Male	Female	No.	Date	Male	Female	No.
<b>Entrepreneurship</b>								
MIT entrepr’p devt	2007-12	84%	<b>16%</b>	31	2013-15	89%	<b>11%</b>	
Global ambitions Network					2013-15	74%	<b>26%</b>	
MIT Industrial Liaison					2013-15	84%	<b>16%</b>	
Entrepreneurs Growth	2009-12	66%	<b>27%</b>	173				
MIT Media Lab	2009-11	63%	<b>27%</b>	990				
MIT					2013-14	67%	<b>33%</b>	93
Entrepr’p Masterclass					2013-15	69%	<b>31%</b>	
Entrepr’l Spark - pilot					2016	29%	<b>71%</b>	
<b>Leadership</b> *Innse Gall 2014 figures included in 116 total								
Leadership for Growth	To 2012	74%	<b>26%</b>		2012-14	63%	<b>37%</b>	116
L for G - Innse Gall*					2014	59%	<b>41%</b>	29
Leadership for Growth					2016	55%	<b>45%</b>	20
Emerging Leaders					2016	61%	<b>38%</b>	60
<b>Business Growth</b>								
Smart Exporter	2011-13	57%	<b>43%</b>	288	2013-15	52%	<b>48%</b>	244
Going Global	2011-12	88%	<b>12%</b>	8				
<b>Social Enterprise / Communities</b>								
Working with Soc. Ent.	to 2012	33%	<b>67%</b>	123				
Developing Leaders for sustainable communities	to 2012	64%	<b>36%</b>	173				
Social Enterprise Connect					2016	42%	<b>58%</b>	55
Board Health Check and Skills Audit					2015	42%	<b>58%</b>	314
Board Good Governance Workshops					2015	48%	<b>52%</b>	105
Social Enterprise Venture Development					2014	50%	<b>50%</b>	193
Social Enterprise Venture Devt. Pilot					2014	46%	<b>54%</b>	140

**Figure 14: Representation of men and women on HIE's programmes pre-and post- 2013**

HIE’s **social enterprise and community programmes** prior to 2013 attracted a greater proportion of women, between 36% and 67%, again reflecting the demographics of women leading the social enterprise sector in the Highlands and Islands. The gender balance on social enterprise and communities programmes continues to reflect this leadership profile, with more women than men attending HIE’s programmes.

While progress is being made in achieving gender balance HIE continues to address the overall patterns of under-representation of women in business leadership. To do so we must increase the pipeline of skilled, capable and ambitious women able to contribute. HIE’s entrepreneurship programme for 2017-20 provides a range of support for CEOs and senior leaders, both emerging and high growth business leaders, innovation managers and new and existing entrepreneurs

HIE's new suite of leadership programmes aims to accommodate individuals at different stages in their business growth journey. The programme offers gender-specific mentoring for those who prefer this, as well as an emerging leader's programme and has opened up opportunities for non-account managed organisations to participate. This approach might extend the scope of the programmes to a wider range of participants, for example accommodating the differing business growth patterns often demonstrated by female entrepreneurs, particularly in the early stages of business growth.

In parallel with this we have integrated these principles within our account management approach. A diagnostic framework for account managers and our account managed clients includes exploring workforce and leadership demographics as part of succession planning.

We also work with a range of partners whose remit is to meet the needs of female business leaders. HIE is a member of the Scottish Government-led Women's Enterprise Scotland (WES) Implementation Group which oversees the delivery of the [Scottish Framework and Action Plan for Women's Enterprise](#). From June 2016 HIE has supported WES with a collaborative project reporting on enterprise support for women led businesses in Scotland and internationally. It explores best practice in tackling the gender gap within enterprise growth; in Scotland women's self-employment rate is 7.8% (as a proportion of those in employment), just over half that of men (15%).<sup>2</sup> The report will:

- examine and highlight possible causes of the enterprise gender gap
- highlight current practice on pre start-up / start-up and business development
- suggest areas of best practice and policy development across business advice services and other appropriate partner agencies in Scotland

In 2016 HIE also supported [Investing Women](#) with the rollout of Catalyst Workshops, designed specifically to support women-led companies to become investment-ready. HIE enabled female business owners to attend Investing Women's "Ambition and Growth" Conference at which Heather McDonald of WooHa Brewery in Nairn received a "Growth" award in the AccelerateHer competition. She will take part in a bespoke visit to California in April 2017 to meet business angels and venture capitalists.

### Gender balance on HIE's board

Since 2013 HIE has made significant progress in achieving gender balance on HIE's own board, increasing the number of women on the board over this period. Women represented 36% of HIE Board members over the period 2013-17 as set out in Figure 15.



Figure 15: HIE Board members 2013-17 by gender

We are also exploring how HIE's Board can benefit from the diversity of perspectives arising from inclusive growth - growth which is experienced across and within the regions of the Highlands and Islands and where everyone is able to contribute and to benefit.

<sup>2</sup> Maximising Economic Opportunities for Women. Scottish Government (2015)

<http://www.gov.scot/Publications/2015/03/2036/2>

## INCREASING BOARD DIVERSITY IN THE PUBLIC AND PRIVATE SECTORS



HIE Board Chair with members of IOD and Changing the Chemistry

### Partnership for Change

Supporting the Scottish Government's 50:50 by 2020 campaign HIE delivered a series of "[Quality Through Diversity](#)" events across Scotland with [Changing the Chemistry](#) and partner agencies Visit Scotland and Scottish Natural Heritage. The events promoted the benefits of increased board diversity, raising the profile of board membership as a destination for a wider range of applicants, particularly women.

The events were well received and broadcasting them by webinar increased their reach for those unable to attend in person, resulting in online participation from Shetland to Argyll and beyond.

Event feedback indicated that 87% of those responding were more likely to apply for a board position as a result of the events. The subsequent vacancy round for the agencies involved reflected this with women representing 50% to 68% of applicants and 50% to 69% of those interviewed.

The proportion of women on HIE's board has subsequently increased, including the appointment of HIE's second female shadow board member

During 2016 the Equality Act 2010 was amended to require the Scottish Government to gather information on the

protected characteristics of public sector board members. Public sector bodies will publish succession plans which take into account board diversity.

HIE, through membership of the NDPB Equality Forum, has contributed to the development of the Scottish Government's guidance on board succession planning. HIE's work in developing a shadow board member position to support greater gender balance is included as a [case study](#) in the guidance.

### Private sector board diversity

Building on this success within the public sector, HIE and Scottish Enterprise, in conjunction with Scottish Government, delivered an event in February 2017 for private sector businesses.

This focused on the business benefits of increasing board diversity with workshops exploring how to achieve this.

Scotland's First Minister gave an address and contributed to panel discussion with business leaders at the event. Several business leaders from the Highlands and Islands attended the event in Edinburgh and HIE produced an edited film of the event to widen its reach to those not able to attend.



The First Minister and speakers at the conference

As well as engaging in discussion with the panel, participants attended business-to-business learning at breakout sessions on the legal framework, best practice guidance and how to attract board candidates.

### **Setting Targets for Equality Outcomes**

In 2016 members of HIE's Equality Advisory Panel suggested that HIE might apply targets to women's representation on HIE's programmes. This had been 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. In developing HIE's equality outcomes for 2017-21 we considered how best to achieve this and we will apply milestones to relevant actions and activities underpinning our top-level outcomes.

### **Summary of outcome achievement**

Since 2013 we have established comprehensive benchmark data for the leadership profile of HIE's account managed businesses and social enterprises as well as gender participation rates on HIE programmes. This has enabled us to review the extent to which HIE's leadership, entrepreneurship, business growth and social enterprise/community programmes help to increase the contribution of women to the leadership capability of the Highlands and Islands. Women's representation has increased on many of our programmes, demonstrating the value of our "gender aware" approach to programme delivery. Enhanced programme monitoring ensures that HIE is responsive to the needs of both male and female entrepreneurs and business leaders.

Strengthening relationships with national groups such as Women's Enterprise Scotland and Investing Women has enabled us to access and contribute to the development of expertise which benefits female entrepreneurs across the region.

We have also significantly increased the proportion of women on HIE's board since 2013. As well as sharing good practice across the public sector we brought together business leaders in the private sector to promote the business and economic benefits of increasing board diversity.

Although we have made progress in delivering our outcome since 2013 we acknowledge that it will take time to realise fully the benefits of our current approach. Growing the talent pipe-line is a long term aim and HIE will continue to play a role in harnessing women's currently untapped leadership potential. In preparing for our new suite of equality outcomes we have committed to increasing the contribution of women to economic growth as an integral part of HIE's equality outcomes 2017-21.

**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**

When reviewing progress in achieving our outcomes in 2015 we said we would:

- review HIE's **flexible working policy** to consider carer responsibility and adopt a default of advertising posts as flexible base location
- review **business travel** by gender
- support use of **remote access communication** and monitor the benefits by gender

This long term aim addresses not just inequalities by personal characteristics (particularly women, disabled employees and some age groups) but how these inequalities might be impacted by work location, combining aspects of both personal and geographical inclusion.

Since 2013 HIE has received awards which recognize progressive employers which develop a flexible and family friendly working culture and demonstrate best practice, innovation and sustainability.

**Flexible working**

Requests for flexible working increased from three in 2012/13, ten in 2013/14, 18 in 2014/15, 19 in 2015/16 and 26 in 2016/17. Requests are considered in line with our flexible working policy and are accommodated where business requirements. Requests continue to be predominantly from female employees.

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. In July 2016 HIE received confirmation that we now meet the criteria to be recognised as a Carer Positive Engaged employer in Scotland:



Carer Positive is a Scottish Government initiative, operated by Carers Scotland, which recognises organisations that create a supportive working environment for carers in the workplace.

*"It is evident that HIE provides good support for its employees with caring responsibilities, and this is particularly well communicated in the Carers Policy, which I think is a really good example of how a carers policy should be set out."  
(Carers Scotland).*

As part of HIE's family friendly approach we won Best Large Public Sector Employer for 2016 in awards run by Family Friendly Working Scotland.





One of the ways in which we have promoted flexible working is by adopting remote access technologies to provide greater access to opportunities such as promotion to employees based across the Highlands and Islands. Since 2016 a significant proportion of HIE vacancies were advertised with a flexible location (any HIE office). Others had some flexibility in terms of location with an option for the post to be undertaken from more than one location. A fixed geographical location is required for some roles due to the nature of the work being carried out. For example Account Managers must be based within the location of the businesses with which they work.

Women continue to represent a significant proportion of promotions with 5 of 15 promotions (33%) in 2016/17 achieved by female employees. A further 4 temporary promotions were held by women, representing 29% of temporary appointments.

Women represent 63% of HIE’s workforce: 75% working full time and 25% part time. Part-time working is often viewed as a means of women combining caring responsibilities with career aspiration. However part time working is not always available at senior levels and we have explored how working full-time compressed hours (working full time hours over fewer working days) is helping many employees achieve this aim. Of women who work full time 13% work compressed hours.

Figure 16 illustrates that 34% of women working part time are on grade E or above while 84% of women working full-time compressed hours are in these grades.

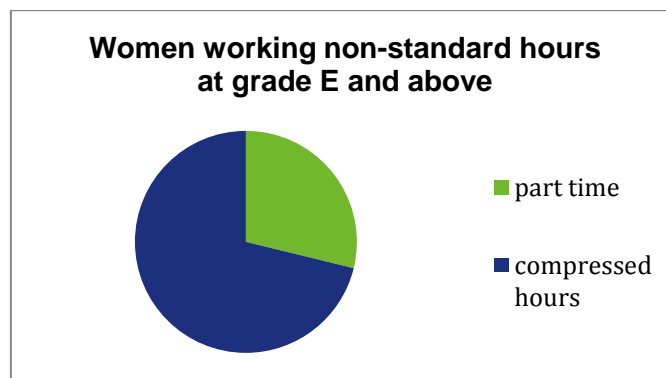


Figure 16: Women in HIE’s workforce working non-standard hours in higher grades by working pattern

This indicates that flexibility of full-time hours helps women sustain career development in higher graded roles.

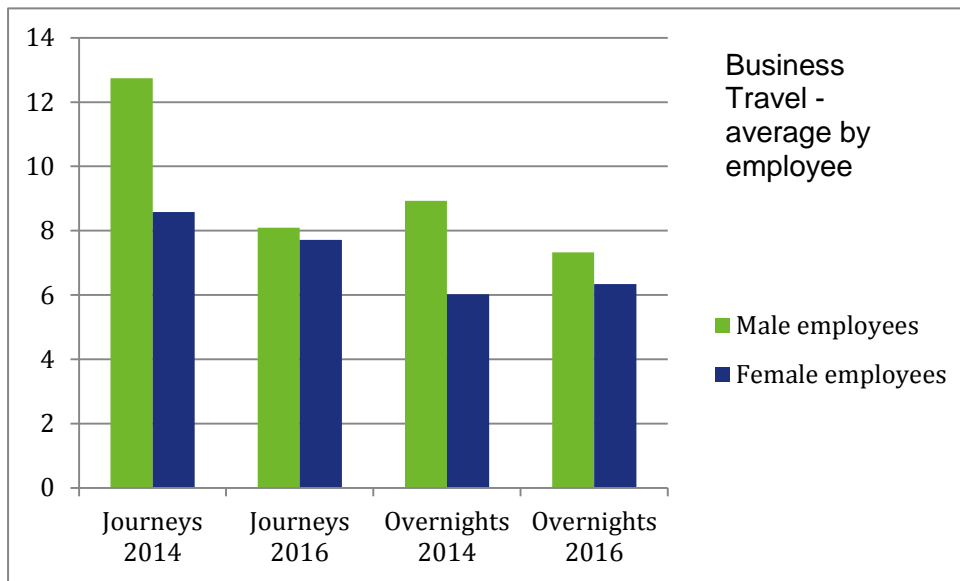
A senior HIE manager, Rachel, has been an advocate for flexible, family-friendly working, ensuring support is available for staff with a range of challenging caring demands:

*“I have found HIE’s positive culture in promoting gender equality, delivered through a range of progressive workplace 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. I am pleased that this has also demonstrated to others, both inside and outside the organisation, that working part-time or flexibly from a remote location has not been a barrier to promotion.”*

**Business travel by gender**

A requirement for significant travel can restrict career opportunities, particularly for women who tend to be the primary carer in a family and some disabled employees. In 2015 analysis of business travel claims demonstrated gendered patterns of travel. Male employees travelled more often and with more overnights stays than female employees. HIE’s analysis of business travel by gender has indicated some change in patterns of business travel since 2015. Travel is shared by a greater number of employees, both male and female, with a

lower average number of journeys per employee, including overnight stays, as indicated in Figure 17.



**Figure 17: average number of journeys and overnights by HIE employees undertaking business travel**

A number of factors determine the overall requirement to travel, both within and outwith the region. HIE continues to promote use of remote access technologies which may help reduce the need for travel. The number of webinars delivered per year has increased from 28 in 2013/14 to 64 in 2016/17 with a consistent gender balance of participation: over the four years women represented between 59% and 66% of participants, broadly reflecting the gender balance of the workforce.

**Summary of outcome achievement**

HIE has made significant progress since 2013 with our internal employment outcome. HIE’s adoption of a range of initiatives and policies has resulted in external recognition of HIEs contribution to delivering inclusive working practices. This has benefited parents, particularly women, carers and disabled employees.

HIE’s use of remote access technologies will continue to inform not only policy related to gender-related working patterns but how this supports employees, particularly those working in dispersed locations. The work of this equality outcome will now be mainstreamed into day to day activity and a fresh focus for HIE’s employment equality outcome will be developed for 2017-21.

**d) Equality Outcome Four: Partner outcome within Highland**

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

When reviewing progress in achieving our outcomes in 2015 we said we would:

- **review reporting and monitor trends**, including analysis of a victim / witness questionnaire
- deliver an event for **third party reporting agencies**
- **promote the campaign** in community engagement

**Reporting and monitoring trends**

Since the [Hate Free Highland](#) website and campaign was created in 2009 it has been updated to direct those wishing to report an incident to the Police Scotland online form, while the wider, promotional campaign retains the Hate Free Highland branding (Figure 18).



**Figure 18: Hate Free Highland branding**

The number of hate crimes and incidents reported in Highland, set out in Figure 19, is relatively low with around 3.4 incidents per 10,000 population in 2013-14 compared to a Scottish local authority average of 9 incidents per 10,000 population.

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Hate Incidents	106	126	107	137	130	157
Hate Crimes	N/A	N/A	N/A	146	117	130

**Figure 19: Police Scotland - Highland Hate Incident / Crime Statistics 2010-16**

Figure 20 shows a summary of Crown Office Procurator Fiscal’s Office charges by type of aggravated offence<sup>3</sup> in the Highlands and Islands. This includes Procurator Fiscal Office areas in Campbeltown, Dunoon, Elgin, Fort William, Inverness, Kirkwall, Lerwick, Lochmaddy, Oban, Portree, Rothesay, Stornoway, Tain and Wick. The percentages show the proportion of the Scottish total.

This shows that hate crimes across the region are most likely to be related to race, religion, disability and sexual orientation.

<sup>3</sup> COPFS Hate Crime in Scotland 2015-16



Year	Race (4.5%-5.9%)	Religion (2.2%-4.2%)	Disability (2.4%-6.4%)	Sexual Orientation (2.4%-4.8%)	Transgender	Total
2010-11	221	15	3	11	0	250
2011-12	271	36	2	25	0	334
2012-13	223	17	8	35	0	283
2013-14	190	22	9	35	3	259
2014-15	173	24	10	23	0	230
2015-16	189	14	5	40	0	248

Figure 20: Hate Crimes by protected characteristic across the Highlands and Islands

Since January 2015 an evaluation questionnaire has been issued by Police Scotland to all victims of reported hate crimes in Highland to establish their level of satisfaction with the response they received. In 2015 117 surveys were issued with a 26% return, rising to 145 surveys issued in 2016 with a 28% return. Of these 85% had reported hate crime related to race. Almost 90% of respondents were satisfied with the Police response. While most respondents had not previously been subject to hate crime (53.7%) a significant number had (46.3%). Most respondents (85%) would feel confident to report something in the future. Only a very small proportion had used other support and work is ongoing to identify potential barriers to accessing these services.

However it is widely acknowledged that there is significant under-reporting of incidents. While the immediate consequences of incidents and crimes based on prejudice may affect a few people, their impact is felt across the wider community. Consequently addressing prejudice-based incidents and crimes is an important part of sustaining vibrant and welcoming communities.

**Third Party Reporting**

Police Scotland’s evaluation questionnaire also indicated that more people elected to report incidents through a third party than online. It is important, therefore, to build the capability of support and advocacy agencies to do so. NHS Highland, Police Scotland, HIE and the Highland Council jointly delivered a Tackling Hate Crime Highland event in October 2016.



Figure 21: Partnership event 2016 - Tackling Hate Crime Highland

The purpose of the event was to increase knowledge and awareness of hate crime and hate incidents and to develop priorities and actions for a partnership hate crime action plan in Highland. Representatives from third party reporting organisations, community and equality groups and equality leads from public authorities attended.

This consultation has led to a joint equality outcome for 2017-21 being developed with the partner agencies, focusing on hate crime. Our involvement with Police Scotland also enables HIE to identify similar initiatives in other parts of the Highlands and Islands.

While reported hate incidents and crimes remain low in Highland compared to Scotland as a whole, our consultation suggests that we maintain a focus on awareness-raising and supporting people to report incidents.

### Promoting the Campaign

HIE has worked closely with Police Scotland, the Highland Council and NHS Highland to promote the Hate Free Highland campaign. During 2016 a new website has been launched to raise awareness of hate crime and hate incidents and provide information about how these can be reported. For example HIE promoted the campaign at the LGBT Highland Forum open day in July 2016.



Figure 22: Hate Free Highland promotion July 2016 - LGBT Highland open day

### Summary of outcome achievement

Addressing prejudice-based incidents and crimes is an important part of sustaining vibrant and welcoming communities. Work to integrate the Hate Free Highland (HFH) and Police Scotland online reporting tools has been completed.

Focusing on implementation and awareness-raising we have engaged with third party reporting agencies in Highland, who support members of the public who experience or witness hate incidents, offering an alternative to direct contact with Police Scotland. HIE's involvement with Police Scotland also enables us to identify similar initiatives across the Highlands and Islands.

Consultation with third party reporting agencies and equality groups has informed the development of a joint equality outcome which will be taken forward by partners. This focusses on ensuring that people better recognise and understand prejudice-based incidents and hate crimes and feel confident reporting them.

Partnership activities are shared by lead officers for equality and diversity in partner agencies, demonstrating a commitment to a collaborative approach to delivery. Based on the evidence from reporting trends and consultation partnership activity will continue to review reporting, review involvement of TPROs and raise awareness at community and other events.

This will be integrated in HIE's equality outcomes 2017-21, and HIE will also explore activity which addresses hate crimes and incidents in other areas across the Highlands and Islands.

#### 4. HIE'S EQUALITY OUTCOMES 2017-21

We have refreshed our suite of equality outcomes which aim collectively to eliminate discrimination, advance equality and foster good community relations over the period 2017-21. *Appendix A* sets out how the suite of outcomes addresses the three elements of the public sector "General Equality Duty" across the characteristics protected under the Equality Act 2010.

Our outcomes 2013-17 established that HIE is particularly well placed to increase equality of opportunity through our own activities and through our influencing role. HIE's equality outcomes are located within our approach to inclusive growth and anticipate the new socio-economic duty, introduced as an amendment to the Equality Act 2010. They will address disadvantage experienced by specific groups of people while increasing social, business and economic benefit across the Highlands and Islands. Steps to address, monitor delivery of and measure progress in achieving our outcomes will be defined in an outcome action plan.

##### Equality outcomes 2017-21

HIE will deliver a suite of three equality outcomes:

1. **the diversity of leadership and workforce participation in the Highlands and Islands is increased**
2. **people better recognise and understand prejudice-based incidents and hate crimes and feel confident reporting them.**
3. **the working age population grows in every part of the Highlands and Islands** – this aims to address socio-economic disadvantage in conjunction with community planning partners

##### **The diversity of leadership and workforce participation in the Highlands and Islands is increased**

We will continue to deliver progress in improving employment prospects for young people, both as an employer and within the businesses and communities of the Highlands and Islands. This builds on the findings of our youth research and enables us to reflect within our approach more granular experiences, for example of young disabled or young LGBT people.

We will also continue to focus on increasing the contribution which women make to economic growth through developing the leadership capability of our region. This will draw on delivery of our leadership and entrepreneurship programmes and the findings of our research on occupational segregation in the Highlands and Islands.

As part of this overarching outcome HIE's internal focus on increasing the diversity of workforce participation will address how we can best understand the needs of disabled and other employees by improving the gathering and use of employee equality monitoring information. Formal disclosure rates by HIE staff are extremely high across all protected characteristics - 89% to 96% of employees depending on characteristic. However, experience has shown that disability disclosure in particular does not necessarily help us understand the full nature or extent of long term or significant illness on employees. Raising employee awareness of how valuable disclosure of personal information can be for creating relevant and responsive employment policy may also impact positively on disclosure for other personal characteristics such as religion or belief and sexual orientation, for which disclosure rates tend to be lower.

We will address all of these areas within the new combined outcome which enables us to explore increasing representation of a range of under-represented groups, including EU Accession Country workers.

### **People better recognise and understand prejudice-based incidents and hate crimes and feel confident reporting them**

We will continue to develop the Hate Free Highland campaign and monitor the incidence of hate crimes and incidents across Highland, drawing on Police Scotland's data across the protected characteristics. This is likely to have greatest impact around incidents related to race, religion and belief, disability and sexual orientation, the motivating factors most likely to be reported in the region.

We will continue to work in partnership to address prejudice within our communities, including increasing the capability of third party reporting agencies and raising public awareness of the Hate Free Highland campaign. HIE will also explore work being carried out in other parts of our region, to extend the reach of our influence to communities across the Highlands and Islands.

### **The working age population grows in every part of the Highlands and Islands**

- addressing socio-economic disadvantage in conjunction with community planning partners

Refreshing HIE's equality outcomes presents an opportunity for HIE to integrate from 2017 a new outcome which addresses socio-economic disadvantage. HIE, the Highland Council and NHS Highland have adopted a consistent approach to a socio-economic outcome. Whilst taking a partnership approach to addressing socio-economic disadvantage in conjunction with partner agencies, each agency will determine actions relevant to their remit.

Given HIE's geographical coverage across the Highlands and Islands and membership of a range of community planning partnerships we aim to focus on growing the working age population in every part of the Highlands and Islands. This reflects our focus on inclusive growth in the context of outmigration of young people<sup>4</sup> and an ageing workforce across the region<sup>5</sup>. Specific actions will be developed, and detailed in our action plan, to address the particular circumstances of each area.

### **Drawing on our evidence base**

In refreshing our equality outcomes we reviewed a range of quantitative and qualitative evidence to determine our priorities for 2017-21. This included:

- our internal equality evidence base on HIE programme participation and leadership demographics across the Highlands and Islands
- HIE research on [young people](#), on [occupational segregation](#) and on [equality issues across the growth sectors](#)
- desk-based review of events attended and reports published which explore people's views and experiences such as the 2016 "[Migrants Matters Symposium](#)" in Inverness; the Young Women's Movement's report "[Status of Young Women in Scotland 2016](#)" and [young care leavers' experiences](#) during national care leavers week
- national reports such as the Federation of Small Businesses' "[Women in Enterprise: the untapped potential](#)", the EHRC report "[Is Scotland Fairer](#)" and Joseph Rowntree Foundation's [In-work Poverty, Ethnicity and Workplace Cultures](#)
- partnership working with:

<sup>4</sup> Young People in the Highlands and Islands: Attitudes and Aspirations (2015) HIE

<sup>5</sup> Equalities in Scotland's Economic Growth Sectors (2015) HIE, Scottish Enterprise, Skills Development Scotland

- the Orkney Equality Forum's Equality and Diversity Conference in 2014 exploring disability, LGBT bullying and hate crime and mental health stereotyping, prejudice and discrimination
- Glasgow School of Art and Scottish Women's Convention on engagement with young women in rural areas

Our review of evidence has told us that:

- women are currently under-represented in the leadership of HIE's account managed businesses, although women are more highly represented in social enterprise leadership
  - gender balance on HIE's leadership, entrepreneurship, business growth and social enterprise programmes tends to reflect leadership demographics. If not addressed this will perpetuate current patterns of gender under-representation
- while young people's experience of living, studying and working in the Highlands and Islands has improved, well-paid jobs and good educational opportunities continue to be important in attracting and retaining young people in our area
  - disabled, LGBT and ethnic minority young people living in the Highlands and Islands have a less positive experience than other young people
  - young people are more likely to be in low paid jobs and experience under-employment
- occupational segregation and the gender pay gap in the H&I are more pronounced than across Scotland as a whole
  - while young women are more likely to have higher levels of school attainment and positive post-school destinations than young men, these tend to be in gender-segregated subjects and they are more likely at a later stage to work part time, in lower paid roles and for fewer years
  - women become disengaged from the labour market as they get older and are more likely than men to be economically inactive due to family commitments
- unemployment rates are higher for disabled people than those with no disability
- people in low-paid work across all ethnicities share difficulties in living on a low income
- while rates of reporting incidents aggravated by prejudice are low we know that under-reporting continues to be an issue and action is required to prevent the negative impact of prejudice in our communities
  - LGBT people and ethnic minorities continue to experience harassment and hate incidents continue to be under-reported
  - living in small communities presents additional barriers to reporting hate incidents and crimes

In developing draft outcomes we worked with Highland Council and NHS Highland to reflect areas of common interest across our equality outcomes while recognizing that we will achieve these through different activities and outputs. We also continue to work with Highland Council, NHS Highland and Police Scotland on a shared outcome around prejudice and hate crime.

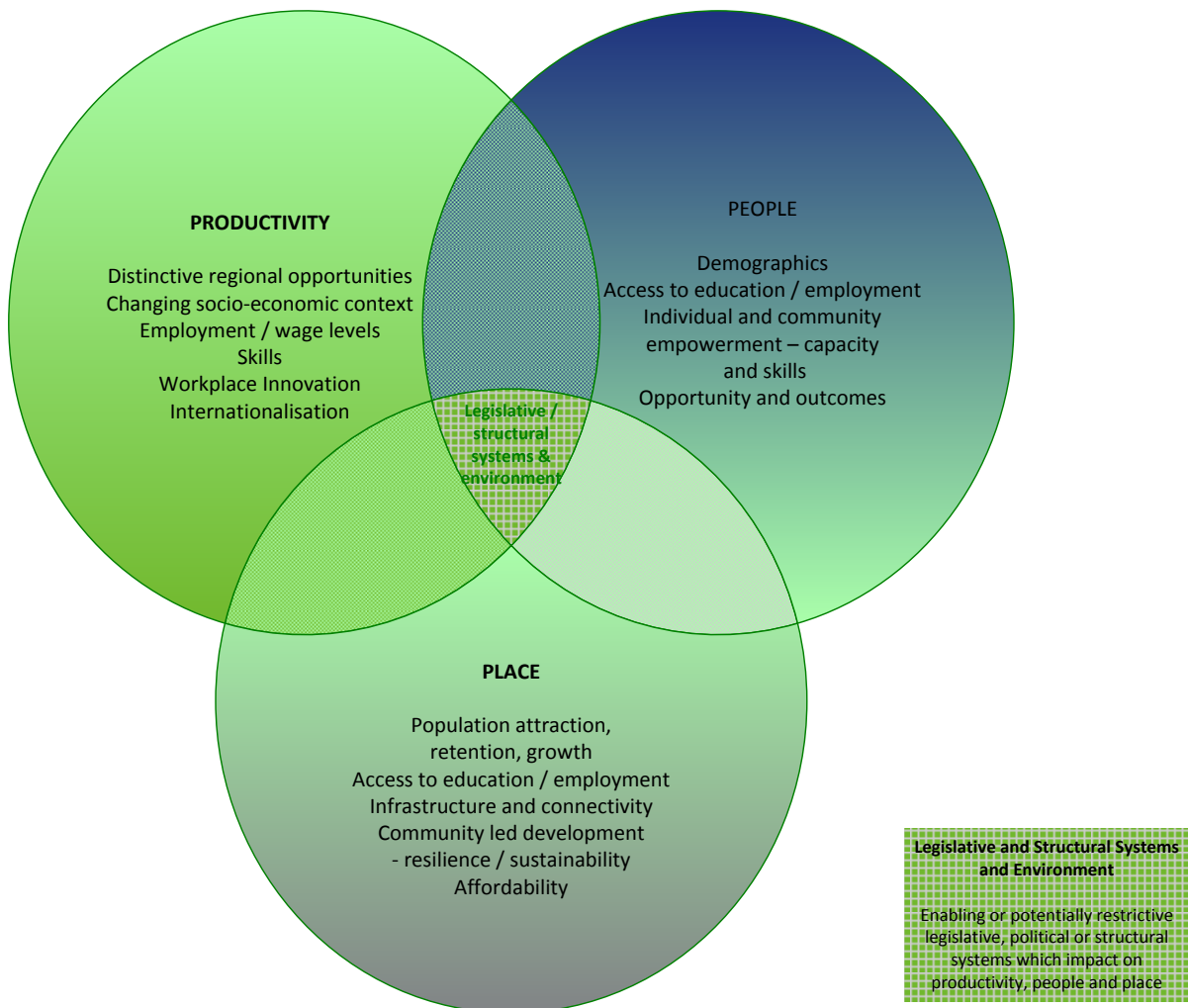
We considered applying targets when developing our outcomes for 2017-21. Given the broad nature of the over-arching outcomes we will identify milestones within the relevant actions and activities which under-pin them in our equality action plan.



## 5. MAINSTREAMING EQUALITY ACROSS HIE

### Identifying strategic opportunities for impact

During 2016 we articulated our approach to inclusive growth - ensuring that growth is experienced across and within regions (place) where everyone is able to contribute and to benefit (people), as summarized in figure 23. This reflects the inter-relationship between productivity, people and place as a means of creating a strong, vibrant and diverse economy across the Highlands and Islands.



**Figure 23: Inclusive growth - the inter-relationship between productivity, people and place**

HIE’s approach to equality and diversity is located within this wider context of inclusive growth, demonstrating the business, economic and social benefit of addressing inequality. In 2016 the remit and composition of HIE’s internal Equality and Diversity Board was reviewed to encompass our wider approach to inclusive growth and this group is now the Inclusive Growth Forum.

Partnership continues to play an important role, ensuring that we gain mutual benefit from HIE’s involvement in national initiatives, some of which contribute to achieving HIE’s equality outcomes, as discussed earlier; working with Scottish Government on board succession planning and diversity; working with Women’s Enterprise Scotland on supporting female

entrepreneurship. In addition HIE contributed to the development of guidance on carrying out equal pay reviews with Close the Gap, of which HIE is a steering group member. HIE is represented on the Gender Work-stream which oversees projects delivered by the Women in ICT and Digital Technologies research group, led by Skills Development Scotland. Current projects include guidance for businesses on harnessing female talent in the sector, which SMEs within the HIE area helped to pilot.

HIE continues to contribute as a member of the Orkney Equality Forum, Highland Community Planning Partnership Equality Group and the NDPB Equality Forum, all of which enable knowledge sharing, partnership working and collaboration. We participated in the Western Isles Equality and Diversity Steering Group's seminar for Holocaust Memorial Day in 2016 and HIE regularly contributes to consultation and other engagement with the Scottish Government and Equality and Human Rights Commission.

### **Clarifying roles**

Our aim to achieve significant impact in addressing inequalities relies on HIE's having a well-informed workforce which understands how to integrate equality into day to day delivery of our functions. HIE's [Equality and Diversity Framework](#) sets out our strategic approach, promoting a culture which challenges and eliminates discrimination and disadvantage and which values diversity. Endorsed by HIE's Board and Leadership Team the framework sets out HIE's vision, commitment and motivation in addressing inequality. The framework was updated in 2015 and will be revised in 2017 to incorporate HIE's approach to inclusive growth and our suite of equality outcomes 2017-21.

HIE's corporate induction programme provides all new employees with an overview of HIE's responsibilities as a public body and how each employee can contribute. All staff have access to a range of equality and diversity online modules, including unconscious bias, disability awareness and race awareness. During 2016 we delivered a series of webcasts for all HIE staff on equality issues facing the growth sectors and on the role of networking in addressing occupational segregation in the energy sector, delivered by Close the Gap. We continue to deliver webcasts on current topics to ensure that our workforce remains informed and confident in our ability to address inequalities through delivery of HIE's remit.

HIE's account managers were consulted on our emerging approach to inclusive growth at their conference in 2016 to ensure that it reflects both business and community growth interests. Equality, diversity and inclusive growth are also incorporated throughout the refreshed training and development plan for account managers.

### **Mainstreaming equality into operational delivery**

We continue to seek ways in which our day to day activity contributes to addressing inequalities and to advancing equality.

Account Managers play a key role in influencing businesses, social enterprises and communities. We have strengthened the role of account managers in addressing inclusive growth by the integration of questions in HIE's account management diagnostic tool which encourage businesses to consider leadership demographics in succession planning. Account managers also routinely promote the Scottish Business Pledge to our account managed businesses to encourage adoption of elements such as payment of the Living Wage and innovative workforce development.

During 2016 we explored how we can support SMEs to examine ways of addressing their human rights responsibilities, as set out in the following case study.

## ASSESSING HUMAN RIGHTS IMPACTS IN THE FOOD INDUSTRY

HIE facilitated a placement with a fish processing company as part of Bastian Roos's Making the Most of Master's dissertation. The company, after a period of growth, was seeking feedback on its human rights compliance and potential avenues for future corporate social responsibility activities.

*“Bastian has developed new research in the under-studied area of small businesses and human rights”*  
**MMM Programme Director**

The SME facilitated interviews with workers of the processing units as well as middle and senior managers so Bastian could explore how human rights was embedded in food supply chain management processes.

*“Through Bastian’s positive consultative approach we have gained a more insightful knowledge of ourselves as well as a greater understanding of the wider context of corporate social responsibility”*  
**MMM Employer**

*“I feel that this work related project will help me in the articulation of my skills as I progress my future career”*  
**Bastian Roos, LLM in Corporate Social Responsibility, University of Stirling**

You can read the full case study on [the HIE website](#)



*Through Bastian’s positive consultative approach we have gained a more insightful knowledge of ourselves...*

**Assessing human rights impacts in the food industry**

Highlands and Islands Enterprise (HIE), the Scottish Government’s economic and community development agency for the Highlands and the Islands, facilitated the placement with a fish-processing company in the North of Scotland. The company experienced significant growth during the last few years and was seeking feedback on its human rights compliance and potential avenues for future Corporate Social Responsibility (CSR) activities.

The company facilitated interviews with workers of the processing units as well as middle and senior management. In addition, the student gained insight in current human resource and supply chain management challenges and processes.

The placement enabled Bastian to form the basis of his master dissertation project on the human rights compliance of Scottish companies and how it can be improved. Bastian undertook a study on how human rights are embedded in food supply chain management processes, especially through social auditing.

**MMM EMPLOYER EXPERIENCE**

*“We engaged with Bastian to allow the business to gain a greater and wider understanding of corporate social responsibility. As a business we have a collaborative approach to working in partnership with our customer and suppliers, however we were seeking to gain some feedback and recommendations on the wider context of corporate social responsibility in terms of human right principles out with the UK.*

*Through Bastian’s positive consultative approach we have gained a more insightful knowledge of ourselves as well as a greater understanding of the wider context of corporate social responsibility.”*

**PROGRAMME DIRECTOR**  
 DR IANNA CISMAS LECTURER IN LAW & DIRECTOR OF THE LL.M CORPORATE SOCIAL RESPONSIBILITY, UNIVERSITY OF STIRLING

*“The MMM programme offers a framework for graduate students to test theories and apply concepts acquired in classroom contexts to real-case scenarios. Students are encouraged to work independently, while being provided with unique access to employers’ networks, and academic guidance. MMM is a perfect illustration of the benefits of active learning: students strengthen their knowledge, acquire new skills, and increase their employability prospects. This particular project has been a great success thanks to the student’s exceptional analytical skills, dedication to his research and passion for the topic, the employer’s interest in and commitment to the programme, and outstanding support throughout, as well as the academic and administrative assistance provided by the University of Stirling. As a result, Bastian has developed new research in the under-studied area of small businesses and human rights—his dissertation, and the other activities undertaken alongside it, have the potential to achieve a real impact outside academia.”*

**STUDENT FEEDBACK**  
 BASTIAN ROOS LL.M IN CORPORATE SOCIAL RESPONSIBILITY, UNIVERSITY OF STIRLING

*“It was very insightful to see how companies manage human rights in their daily operations and supply chains after so much theoretical input through the modules and lectures of my master programme. The opportunity to witness the attempts of a company to establish additional processes to tackle their human rights was a privilege and I am thankful for this unique opportunity. In addition, I had first-hand experience of observing the need for effective communication so that the language of academic and business can work together to progress this important area. Indeed, I feel that this work related project will help me in the articulation of my skills as I progress my future career.”*



Increasing the use of participant monitoring data, as outlined earlier, informs the development and delivery of HIE's programmes. We have extended the range of programmes monitored and the range of protected characteristics gathered, supported by guidance on gathering, analysing and using the information.

We continue to develop people impact assessment as a business improvement tool as demonstrated in the following case study.

### **PEOPLE IMPACT ASSESSMENT: ENTREPRENEURSHIP PROGRAMME 2017-20**

HIE's Entrepreneurship Programme 2017-20 aims to raise ambition and develop the skills and capability of entrepreneurs across the Highlands and Islands.

People impact assessment, carried out during programme development, identified that the programme directly addresses HIE's equality outcome to increase the number of women in leadership roles. It advances equality by securing the participation of women and also young people in employment, helping to stem a pattern of outmigration of young people from the region. It also contributes to realising economic, social or cultural (human) rights through sustaining high value employment.

Evidence considered during the assessment indicated that:

- women represented less than 20% on previous programmes
- women's under-representation is likely to reflect lack of confidence rather than skill
- economic benefit derives from increasing female entrepreneurship
- there is a need to develop entrepreneurship in young people.

Consequently the programme should attract both women and young people and ensure that it addresses the differing needs of all programme participants. It was agreed that additional information should be gathered to provide clarity on these points through:

- analysis of feedback from a sample of female participants 2013-16
- comparison of 2013-16 female participation rates against other HIE programmes

In addition to impacting positively on women, increasing programme monitoring by all equality characteristics would also inform programme development which meets the needs of disabled people and people of different race e.g those whose first language is not English.

The assessment also identified that the programme could address potential disadvantage for those in rural areas by using digital technology where possible and covering travel and subsistence costs where required.

Actions to be implemented as a result of the assessment include:

- incorporating participant and feedback monitoring across all protected characteristics
- engaging with account managers to encourage a "gender-aware" approach
- suppliers must demonstrate how they will deliver the programme in a way which recognises the needs of diverse participants

Actions from the assessment are being reviewed as an integral part of project management throughout programme delivery.

Integrating standard clauses within HIE's procurement contracts encourages private sector payment of the Living Wage. HIE is also exploring how we might help increase the capability of businesses who employ 30% disabled or disadvantaged staff members (classified as

“supported businesses”) to tender for public sector contracts. This could help sustain businesses which provide employment for those further from the traditional labour market.

In 2016 HIE hosted a procurement event “Purchasing for Better Outcomes” with seven community planning partner organisations in Highland. The Equality and Human Rights Commission presented to equality and procurement leads, who considered different approaches and shared practice around equality and procurement.

### **Base-lining information**

Baseline information benchmarks 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.

In addition to HIE’s [youth research](#) which was discussed earlier, HIE, in partnership with Scottish Enterprise and Skills Development Scotland, commissioned research in 2015 - [“Equalities in Scotland’s Growth Economic Sectors”](#) This demonstrated how the demographic profile (workforce age, gender etc.) varies for each sector, presenting opportunities for and challenges to economic growth.

In 2016 we commissioned research to explore the extent and nature of occupational segregation within the Highlands and Islands, identifying patterns of participation by men and women in the economy at a regional, local and sector level. [“Occupational Segregation in the Highlands and Islands”](#) established that both vertical and horizontal occupational segregation exists in the Highlands and Islands and is more pronounced than across Scotland as a whole. While young women tend to have higher level qualifications than young men and are more highly represented in the workforce in age groups 16-24, women then disengage from the labour market. Women are also more likely to experience the negative effects of occupational segregation, to work shorter hours, for fewer years and in lower paid occupations and sectors. This is a key contributor to the gender pay gap which is also more pronounced in the Highlands and Islands. HIE will be taking forward a series of recommendations from the report in conjunction with partner agencies.

HIE is also working in collaboration with Glasgow School of Art and the Scottish Women’s Convention to explore ways in which creative approaches can be used to enable the voices of young women, particularly those in rural areas, to be heard and to contribute to shaping public policy.

## 6. EMPLOYEE INFORMATION

The following outlines HIE’s progress in achieving equal pay, in narrowing the gender pay gap, in addressing occupational segregation and how we have used employee information to inform policy development.

### Equal pay 2016

As indicated in Figure 23 and Appendix B HIE’s gender pay gap has consistently reduced since 2007 and this trend continues in 2016, particularly for full time women. This reflects narrowing of the gap primarily for women in the higher grades and women on average earn more than men for the first time at Director grade. The pay gap for part time women remains relatively unchanged since 2012.

HIE’s most recent equal pay review was based on data as at 1 August 2016, showing a mean gender pay gap of 14.25% across the workforce (11.27% for full time women and 25.32% for part time women). HIE’s Chief Executive has traditionally been excluded from the equal pay review as the salary is not determined by HIE and is not included in these figures. From 2016 we are also calculating a pay gap which includes the Chief Executive to act as a benchmark for future years.

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 2016 review there were two HIE grades in which there was a pay gap of 5% or more. This is illustrated in Appendix B. At grade C 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 female employees at the lower end of the grade while most other employees had progressed to grade maximum. The pay gap at grade Executive 2 has however decreased since the HIE’s last equal pay review in 2014.

Guidance also recommends monitoring consistent differences by grade of 3-5%. This applied to one grade in 2016 with grade D part time women earning just over 3% more than men. This is attributed to most women being at the top of the grade.

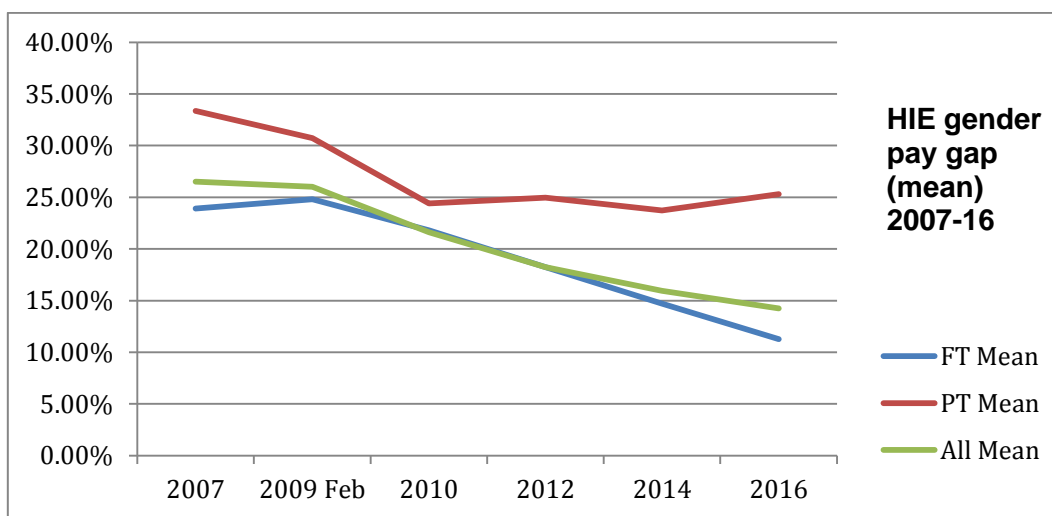


Figure 23: HIE gender pay gap (mean) 2007-16

### Occupational segregation

Gender - vertical occupational segregation - HIE’s gender pay gap primarily reflects a pattern of vertical occupational segregation, as illustrated in Figure 24. Women, particularly those working part time, are disproportionately represented in lower and middle grades. Since 2014 the proportions of both men and women in the lower and middle grades (grades Cleaner to Grade E) remain relatively unchanged. Of the total female workforce in 2017 84% were in these grades (85% in 2014 and 87% in 2012) and 66% of male employees in 2017 (66% in 2014 and 67% in 2012).

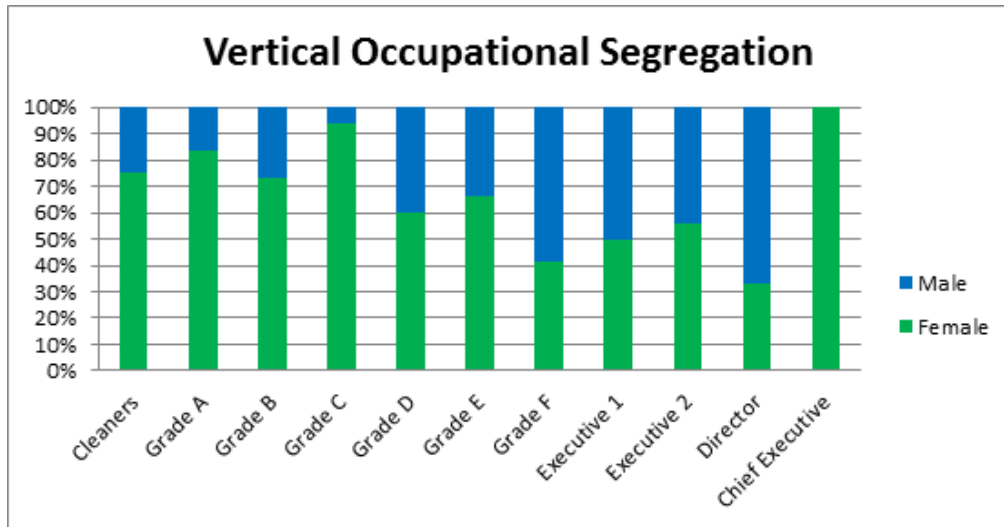


Figure 24: Percentage of male and female HIE employees by grade 2017

Gender - 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. Figure 25 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.

Compared to the workforce composition of 63% women and 37% men, women continue to be slightly over-represented in the support functions at 70% female and 25% male. In 2014 men were significantly over-represented in Finance and Corporate Services. In 2017 this is more balanced at 51% male and 49% female. Men and women continue to be proportionately represented in HIE’s customer facing roles at 35% male and 65% female.

2017	Area Office		Business & Sector Devt.		Business Impr't & Internal Audit		Chief Exec.		External Second't		Finance & Corporate Services		Human Resources		Regional Devt.		Strength'ng Communities		Total
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	
Cleaners	*	*																	*
Grade A	*		*								*	*							*
Grade B	*				*						*	*	*		*		*		15
Grade C	*		*				*				*	*	*		*		*		32
Grade D	19	10	*	*	*						*				*	*	11	*	72
Grade E	30	14	15	*	*	*					*	*	*		19	*	*	*	115
Grade F		*	*	*	*	*				*	*	*	*	*	*	*	*	*	46
Exec. 1		*	*												*	*	*		12
Exec. 2	*	*		*	*								*						*
Director				*											*			*	*
<b>Total</b>	<b>65</b>	<b>34</b>	<b>41</b>	<b>20</b>	<b>*</b>	<b>*</b>	<b>*</b>			<b>*</b>	<b>16</b>	<b>17</b>	<b>*</b>	<b>*</b>	<b>31</b>	<b>23</b>	<b>30</b>	<b>15</b>	<b>314</b>

Figure 25: HIE employees by gender, grade and business unit 2017 – horizontal occupational segregation

### **Occupational segregation by disability**

The number of HIE employees identifying as having a disability (2%) is too low to publish by grade or business unit, to avoid inadvertently identifying individual employees.

However analysis has been carried out to understand the spread of disabled people across HIE's workforce by grade and by business unit (job type). This has indicated that there are no areas of concern around vertical or horizontal occupational segregation as disabled employees, although few in number, are represented across HIE's grades and in a variety of job roles across most business units. Further information on employee disability is included in *Appendix C: HIE employee Information*.

### **Occupational segregation by race**

Analysis of HIE's workforce by race, summarized in *Appendix C: HIE employee information*, shows that 65% of employees identify as White Scottish, 14% as White British, 5% as White English and 1% as White Northern Irish. HIE has no BME employees, reflecting the low representation in the population of the Highlands and Islands.

Racial diversity within HIE reflects other white groups such as those from EU Accession countries. Representing 2% of HIE's workforce numbers are too low to publish by grade and by business unit, to avoid inadvertently identifying individual employees. However our analysis shows that there are no areas of concern around vertical or horizontal occupational segregation as these employees, although few in number, are represented across HIE's grades and in job roles across most business units.

### **Trends in occupational segregation over time**

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

HIE's employee outcomes 2017-21 (discussed in *Section 4*) will explore the experiences of employees to consider in more depth, particularly how they identify in relation to race and disability, and their experiences as employees.

### **Using employee information**

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

Analysis of employee data gathered from 2013 to 2017 shows the following demographic trends in HIE's workforce. Percentages show the proportion of the total HIE workforce.

- the proportion of men and women in the workforce is stable at 63% female / 37% male in 2017 (64% female and 37% female in 2013)
- HIE's workforce is ageing slightly with an average employee age of 45 years in 2017 (age 43 for women and 49 for men) compared to an average employee age of 44 years in 2013 (age 41 for women and 48 for men)
- gender balance has increased in the 16-24 year old range, with more young men entering HIE's workforce (1% of male and 3% of female employees). This age group continues to represent 4.5% of the workforce.

- while the proportion of women in the age range 25-34 has reduced between 2013 and 2017 (15% to 8% of the workforce) the proportion of women aged 35-44 has increased from 16% in 2013 to 22% in 2017
- the proportion of employees aged over 65 has increased from 1% to 2% since 2013, with fewer women and more men in this age group continuing to work
- the proportion of employees identifying as disabled remains at 2%
- there has been a reduction in the proportion of staff identifying as White Scottish (69% to 65%)
- there has been an increase from 1% to 2% of employees identifying as LGBT
- there has been little change in the proportions of employees identifying as having no faith or a range of Christian faiths. Employees identifying with other faiths remains at 1%
- there has been little change in the proportion of men and women working full time and part time - 35% of the HIE workforce comprises men working full time and 47% of the workforce by women working full time
- The proportion of men working part time has increased from 0.7% in 2013 to 1.5% in 2017, while women working part time continue to represent 15% of the workforce.
- In 2017 we analysed full time working patterns more closely, identifying that 1% of the workforce comprises men working compressed hours while 7% of the workforce is made up of women working compressed hours

Our focus on youth employment has enabled us to sustain employment opportunities for young people entering the workforce. Young people represented only 2.6% of HIE’s workforce in 2009.

The increase of women in the age band 35-44 may reflect the availability of full time compressed hours as opposed to part time working for those with caring responsibilities, a consequence of our equality outcome.

The increase in the proportion of employees working beyond age 65 reflects changes to retirement regulations, offering older employees greater choice.

As well as monitoring disclosure of personal characteristics, set out in our demographic data in Appendix C, we also review the proportion of our staff who select the “prefer not to say” option or who do not provide any information. Our disclosure rates are high with few staff preferring not to disclose personal data. There has been a further reduction in the proportion of staff selecting “prefer not to say” across all characteristics (gender and age are held for all employees). This is set out in Figure 24. In 2016 there was an increase in the proportion of staff for whom no data is held, prompting us to refresh our data, particularly for new starts.

	Disability	Race	Religion or belief	Sexual orientation
<b>Prefer not to say</b>				
<b>2014</b>	3%	2%	5%	7%
<b>2015</b>	2%	2%	5%	6%
<b>2016</b>	2%	2%	4%	5%
<b>No data provided</b>				
<b>2014</b>	5%	5%	4%	4%
<b>2015</b>	3%	2%	2%	2%
<b>2016</b>	10%	11%	11%	11%

Figure 26: Non-disclosure rates by personal characteristic 2014-2016



Whilst overall disclosure rates are high, ranging from 89% to 96% of employees in 2015 depending on characteristic, only 2% of HIE employees identify as having a disability. This is consistent with disclosure rates for other public bodies but is low compared to national data. Scottish Government information suggests that nearly one in five people of working age in Scotland are disabled.

Employees may prefer not to disclose having a disability for a variety of reasons. HIE has used this benchmark data to inform a new equality outcome to increase our understanding of the issues faced by employees who have a disability and the nature or extent of how long term or significant illness or conditions may impact on employees.

Further information on HIE's refreshed equality outcomes for 2017-21 is found in Section 4 of this report.

## APPENDIX A: HIE'S EQUALITY OUTCOMES 2017-21

### 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 pink symbol ▼ are those which could also result from the outcome.

<b>Eliminate unlawful discrimination, harassment and victimisation</b>
We do this by eliminating less favourable treatment or indirect discrimination, including discrimination arising from disability, and ensuring that we build in reasonable adjustments
<b>Advance equality of opportunity</b>
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
<b>Foster good relations</b>
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 <sup>6</sup>
The diversity of leadership and workforce participation is increased	▼	▼	▼	▼	▼	▼	▼	▼	▼
	▼	▼	▼	▼	▼	▼	▼	▼	
People better recognise and understand prejudice-based incidents and hate crimes and feel confident reporting them.	▼	▼	▼	▼		▼	▼	▼	
	▼	▼	▼	▼		▼	▼	▼	
Socio-economic outcome - the working age population grows in every part of the Highlands and Islands									
	▼	▼	▼	▼	▼	▼	▼	▼	

<sup>6</sup> Marriage and civil partnership – protected only with regard to eliminating unlawful discrimination in employment

## APPENDIX B - HIE EQUAL PAY ANALYSIS 2016

### HIE Gender Pay Gaps 2007 - 2016

Employee category		2007	Feb 2009	Dec 2009	Apr 2010	Nov 2012	Aug 2014	2016
a) Full time (FT women / FT men)	Mean	23.9%	24.82%	21.86%	21.81%	18.25%	14.72%	11.27%
	Median	n/a	n/a	22.02%	13.68%	23.33%	14.62%	9.75%
b) Part time (PT women / PT men)	Mean	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	Median	n/a	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%	25.32%
	Median	n/a	n/a	22.02%	13.67%	23.33%	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%	14.25%
	Median	n/a	n/a	19.81%	13.67%	23.33%	23.33%	12.18%

#### 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

### HIE Gender Pay Gaps by Grade 2010-16

Grade	% gender pay gap (mean)							
	2010		2012		2014		2016	
	FT	PT	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	1.09	1.44
C	5.47	7.32	1.75	0.00	3.37	1.94	1.73	5.24
D	2.32	3.29	2.56	2.86	1.84	3.34	0.19	3.03
E	0.47	4.11	0.99	2.09	0.08	4.38	1.04	1.19
F	4.93	4.43	0.95	0.00	3.43	0.84	1.14	3.52
Exec 1	5.70		6.09		1.56		4.84	
Exec 2	6.68		N/A		12.31		7.29	
Director			6.45		0.00		4.92	
<b>Total</b>	<b>21.81</b>	<b>24.41</b>	<b>18.25</b>	<b>24.95</b>	<b>14.72</b>	<b>23.72</b>	<b>11.27</b>	<b>25.32</b>

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

## APPENDIX C - EMPLOYEE INFORMATION

# DIVERSITY AND INCLUSION MONITORING 2017

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- 2. Identified gaps in reporting**
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  - Chart 2: All HIE staff by age banding
  - Chart 3: All HIE staff by age banding and gender
  - Chart 4: All HIE staff by disability
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  - Chart 9: All HIE staff by grade and work pattern (full or part time)
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  - Chart 12: All HIE staff promoted during the year by gender
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- 4. Starters and leavers**
- 5. Recruitment and Selection**

## 1. 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.

Our data shows an increase in employees for whom no data is held prompting us to refresh our data for 2018.

Further employee information is available by referring to the Employment section of the Equality Mainstreaming report section 6.

## 2. IDENTIFIED GAPS IN REPORTING

- From 1<sup>st</sup> 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 and we intend to refresh data during 2017/18.

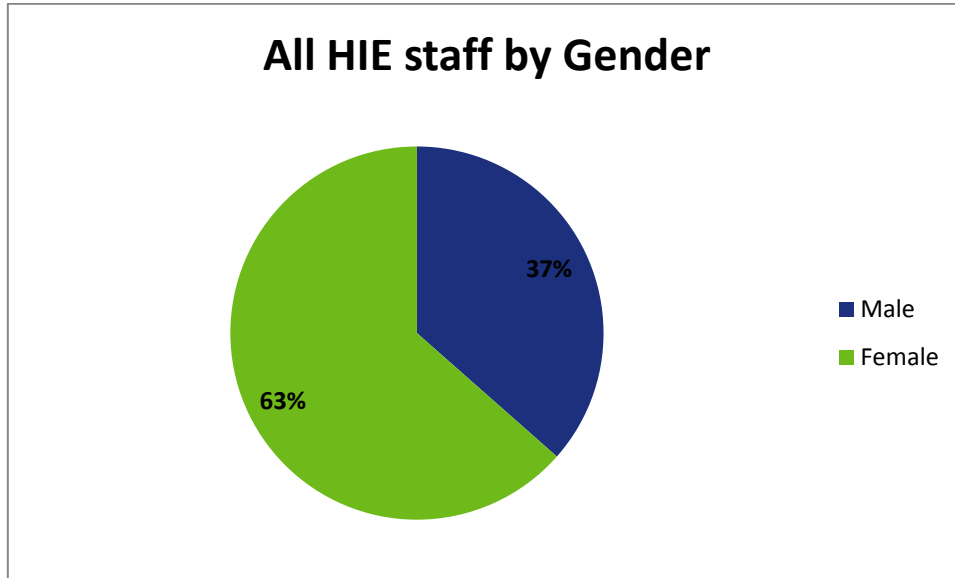
- HIE currently gathers data on all training completed by staff, however it was noted that there are gaps in this data. HIE are working to ensure that all relevant data is collected and reported on. The current recruitment system is unable to breakdown equality analysis by internal and external applicants. HIE is planning to implement an upgraded HR system during 2017/18 which will assist with analysis across these areas.
- 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.

### 3. REPRESENTATION AT A GLANCE

The charts on the following pages provide a visual depiction of Highlands and Islands Enterprise (HIE) as at 31<sup>st</sup> March 2017 broken down by protected characteristics in relation to HIE's Public Sector Equality Duty in terms of the Equality Act 2010.

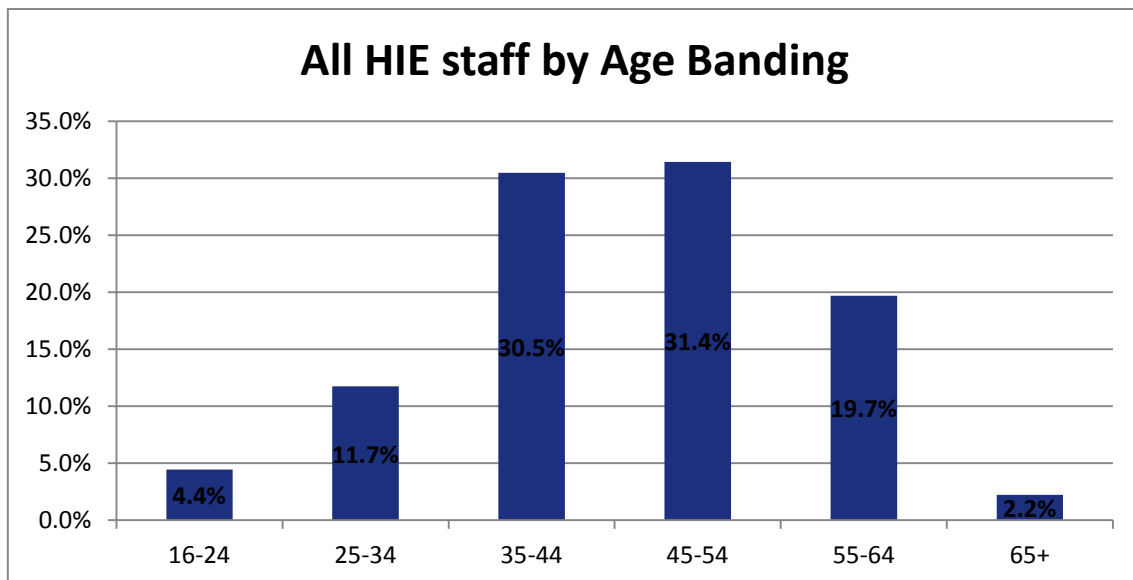
### Chart 1: All HIE staff by Gender

As at 31<sup>st</sup> March 2017, HIE directly employed 315 staff. Chart 1, shows the number of staff split between male (115) and female (200).



### Chart 2: All HIE staff by Age Banding

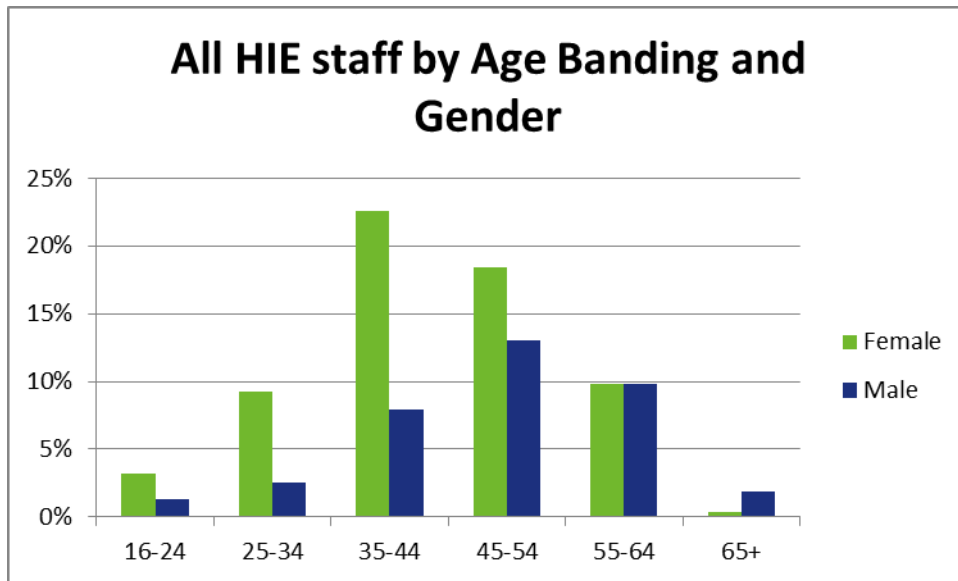
Chart 2 provides a breakdown of all HIE staff by age banding. The percentage of 16-24 year olds has increased since 2015 by 1%. HIE’s workforce is ageing slightly with an average employee age of 45 years in 2017.





### Chart 3: All HIE staff by Age Banding and Gender

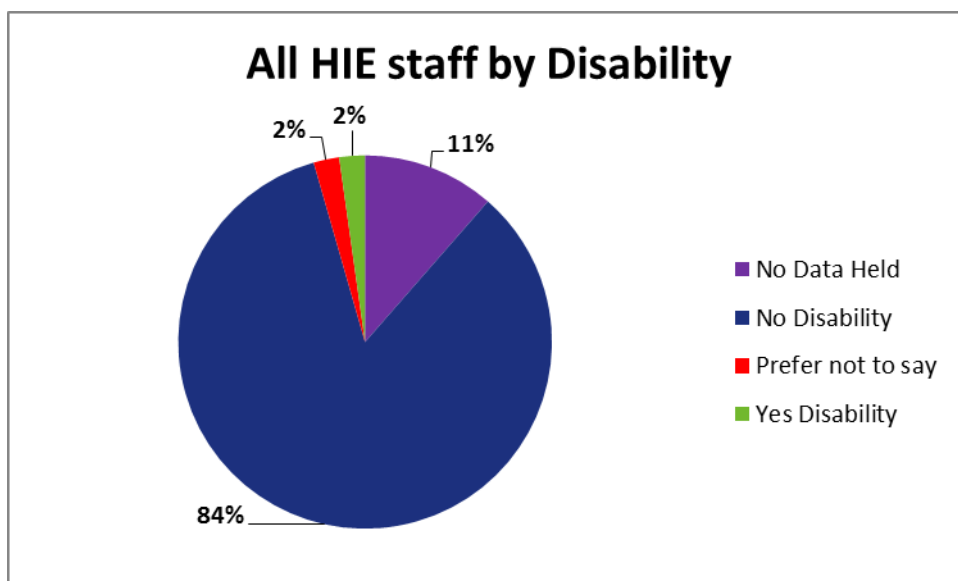
Chart 3 below shows All HIE staff by age banding and further split by gender.



The average age of HIE staff has risen slightly in recent years from 42 in 2006 to 43 in 2009 to 45 in 2015. As at 31<sup>st</sup> March 2017, the average age of HIE staff remained at 45 years with an average age of 43 years for female staff and 49 years for male staff.

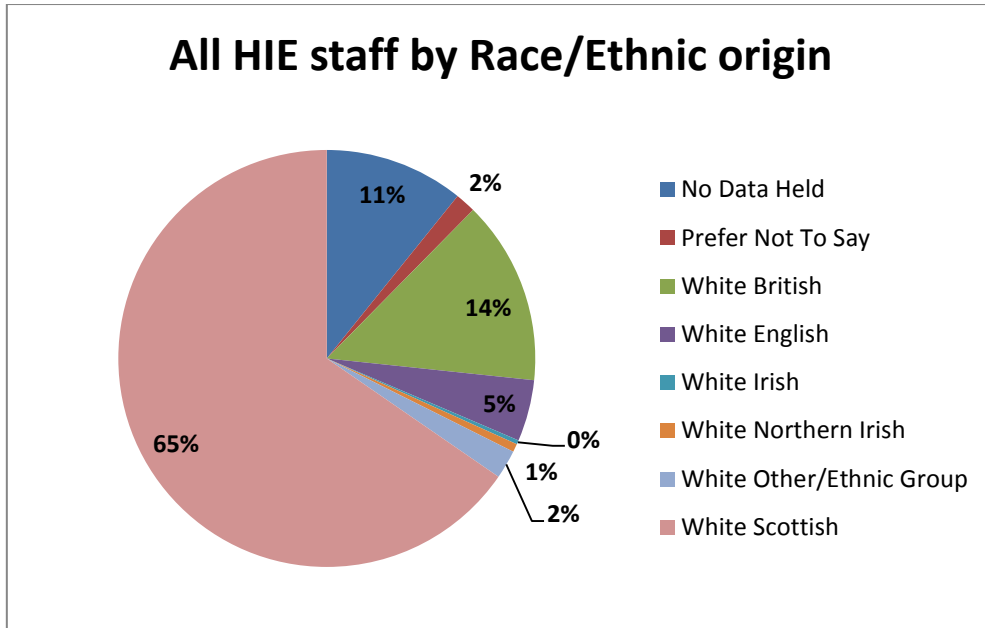
### Chart 4: All HIE staff by Disability

Chart 4 below shows All HIE staff by disability. The graph broadly reflects the 2015 data in relation to those declaring a disability. However the increase in employees for whom no data is held has increased prompting us to refresh our data for 2018.



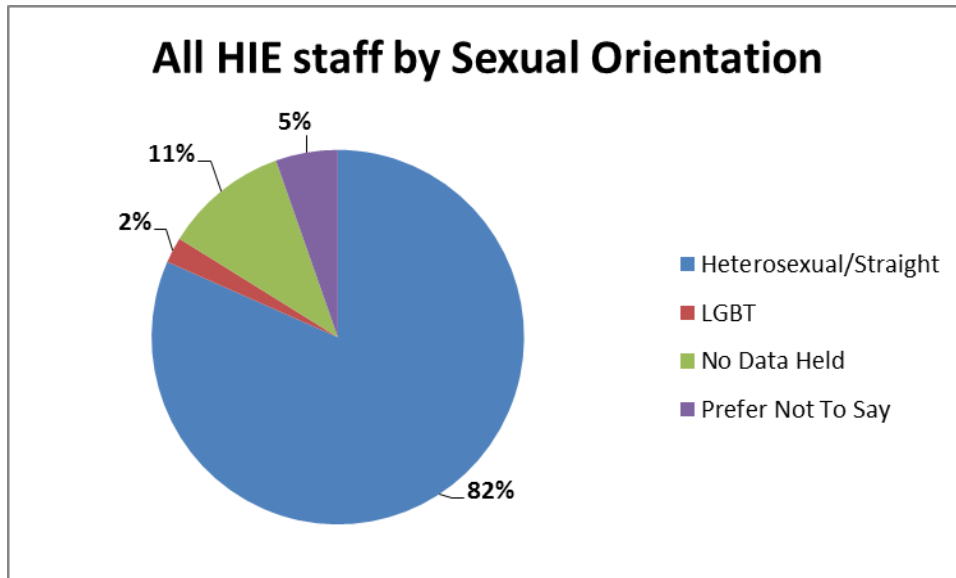
### Chart 5: All HIE staff by Race and Ethnic Origin

Chart 5 below shows that HIE’s data since 2015 remains broadly consistent in relation to race/ethnic origin.



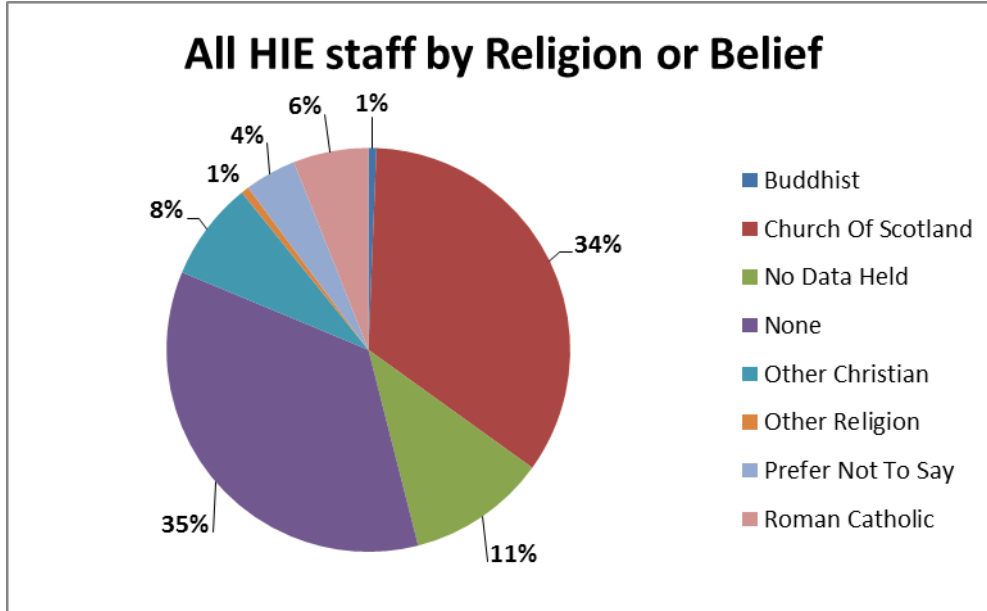
### Chart 6: All HIE staff by Sexual Orientation

Chart 6 below shows a slight increase in the proportion of HIE employees identifying as LGBT.



### Chart 7: All HIE staff by Religion or Belief

Chart 7 below shows there has been little change in the proportions of employees identifying as having no faith or a range of Christian faiths. Employees identifying with other faiths remains at 1%.



### Chart 8: All HIE staff by Work Pattern

Chart 8 below shows there has been little change in the proportion of men and women working full time and part time. 34% of HIE’s workforce comprises men working full time and 41% of the workforce by women working full time.

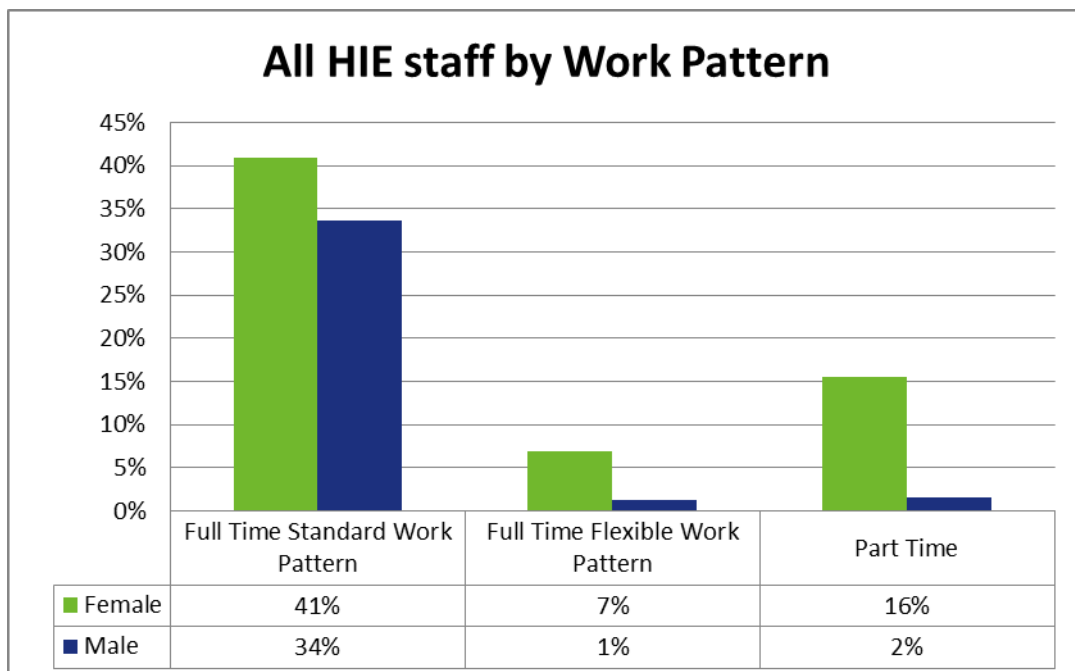


Chart 9: All HIE staff by Grade and Work Pattern (full or part time)

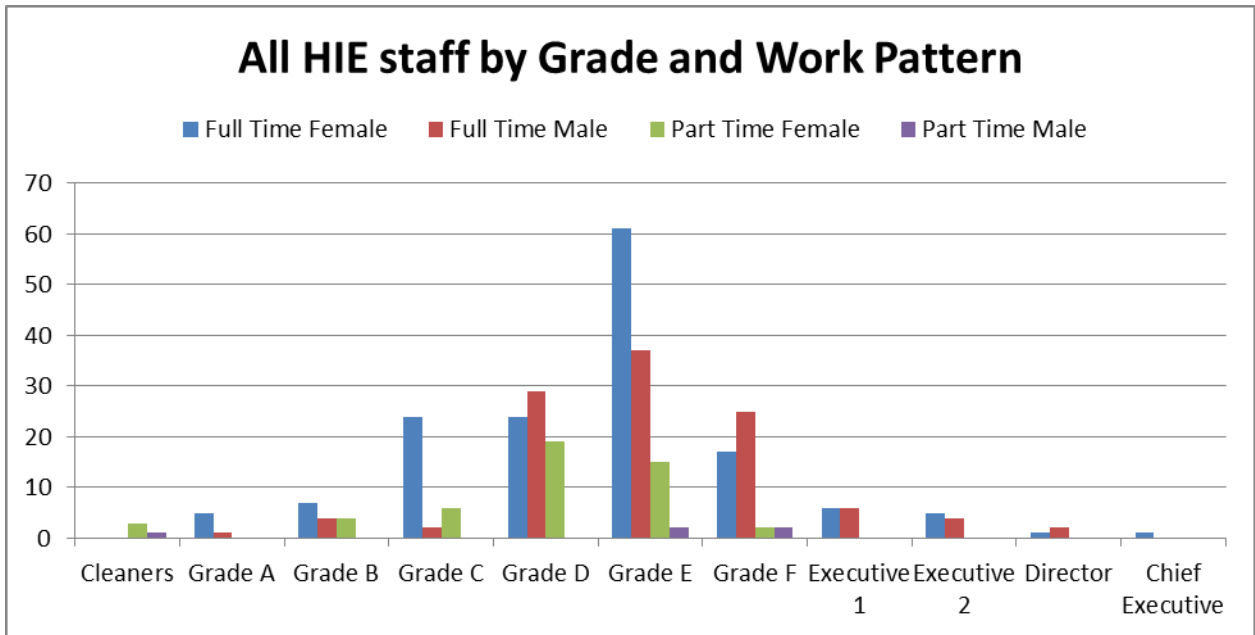


Chart 10: Flexible working requests received

Chart 10 below shows the percentage breakdown of flexible working requests received during 2016/17 (26).

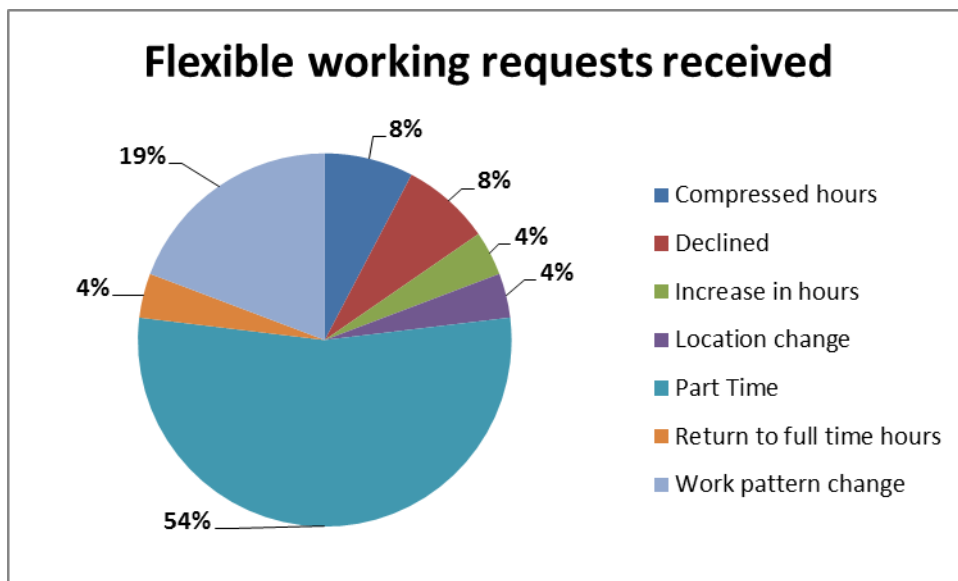


Chart 11: Flexible working requests received by Gender

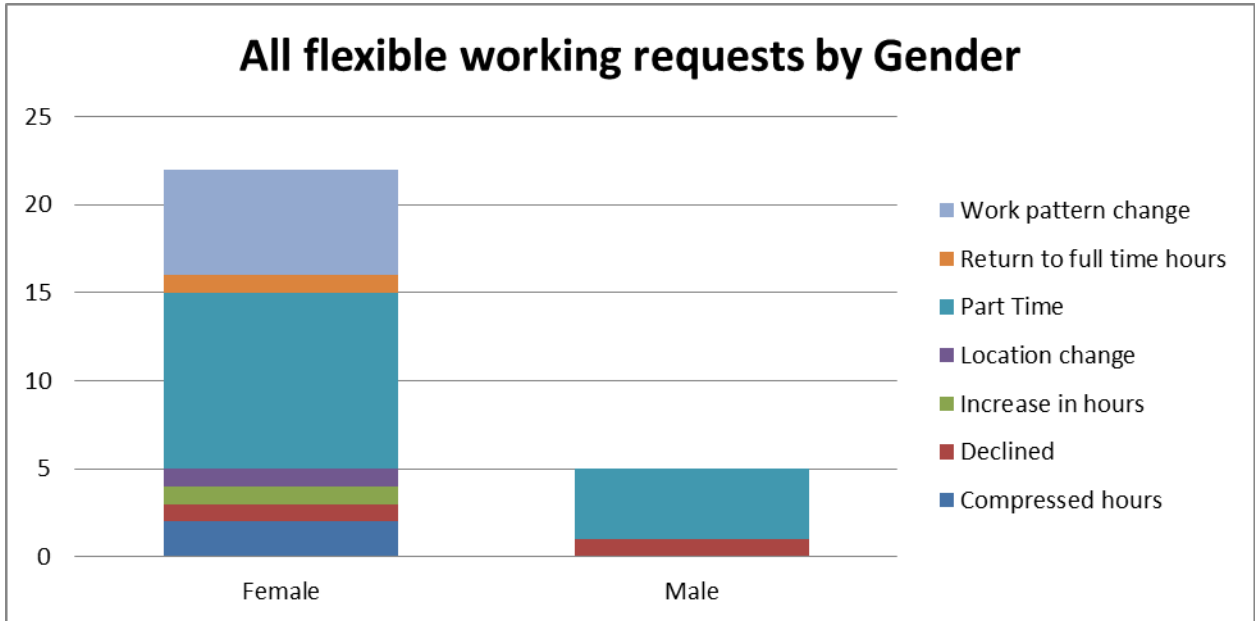


Chart 12: All HIE staff promoted in year by Gender

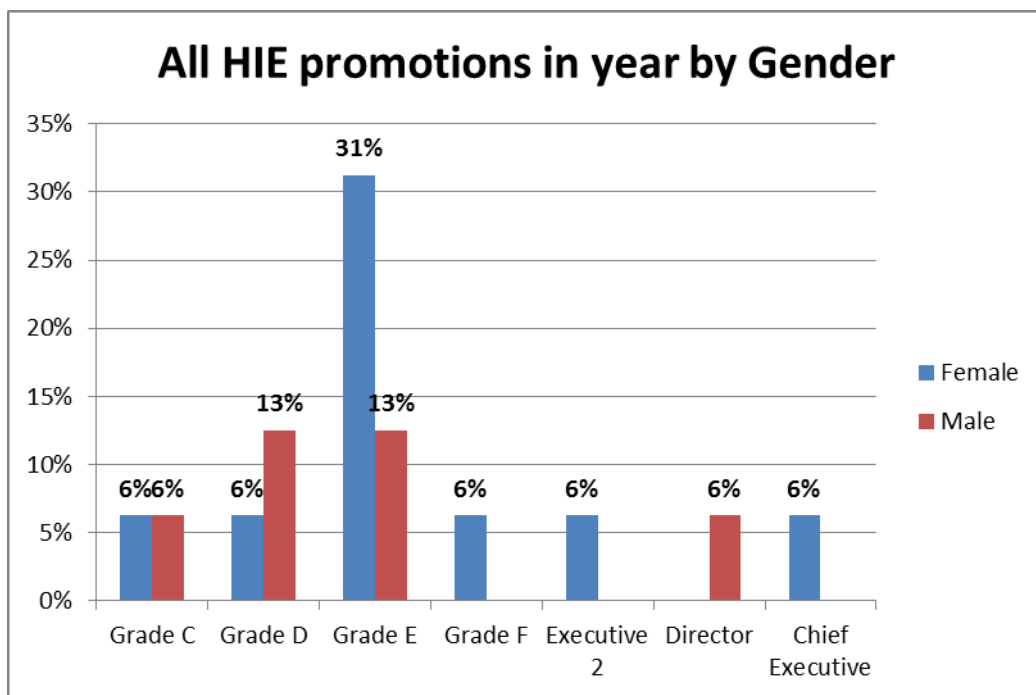


Chart 13: Maternity Leave and return to work arrangements

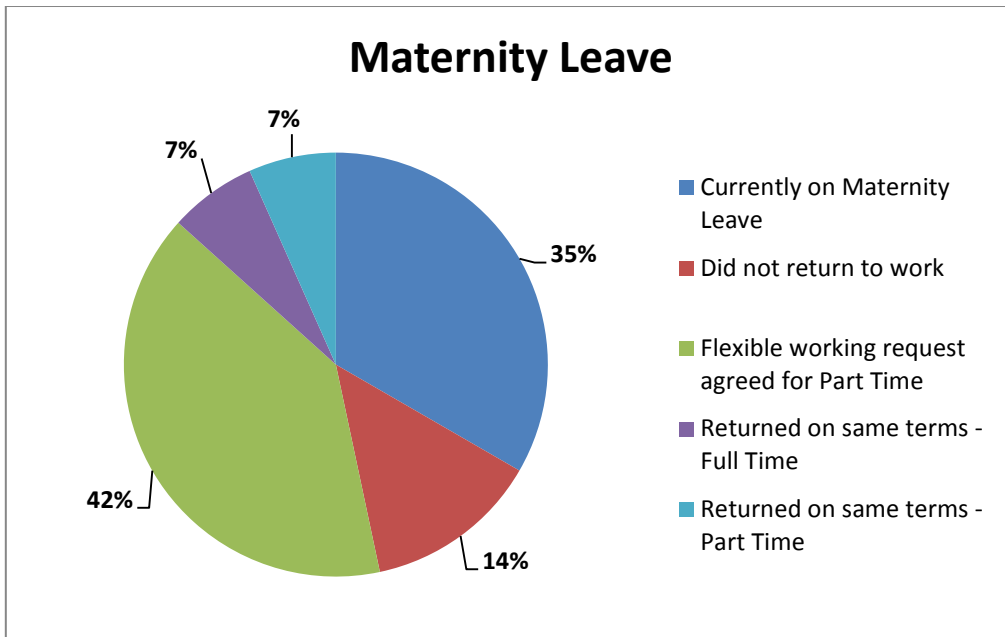
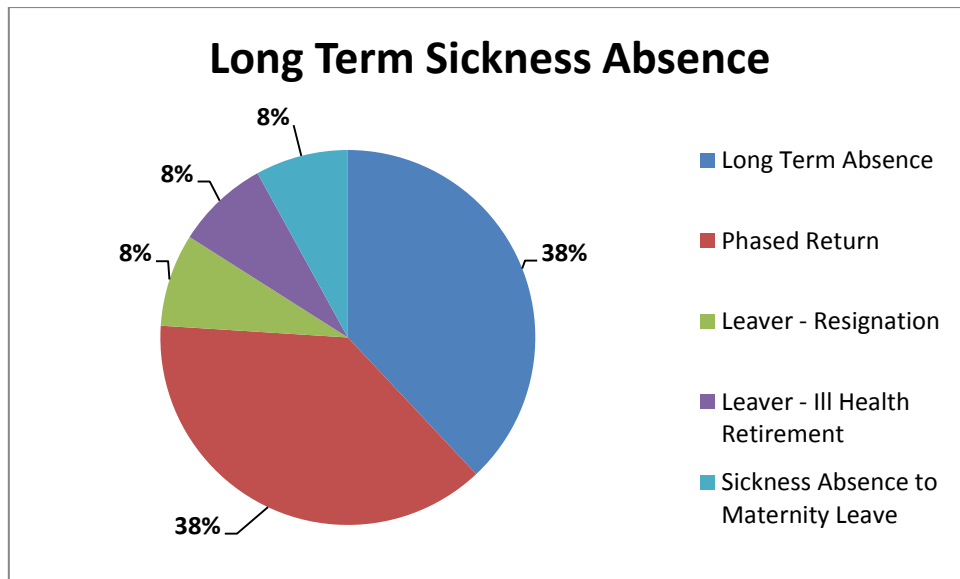


Chart 14: Long Term Sickness Absence and return to work arrangements





## 4. STARTERS AND LEAVERS

The tables below provide information relating to new starts and leavers to HIE in the year to 31<sup>st</sup> March 2017. 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.

During 2016/17 HIE had 31 leavers. Total turnover for the year is 10.2% with voluntary turnover at 6.6%.

Charts 15: All HIE leavers during the year by Gender

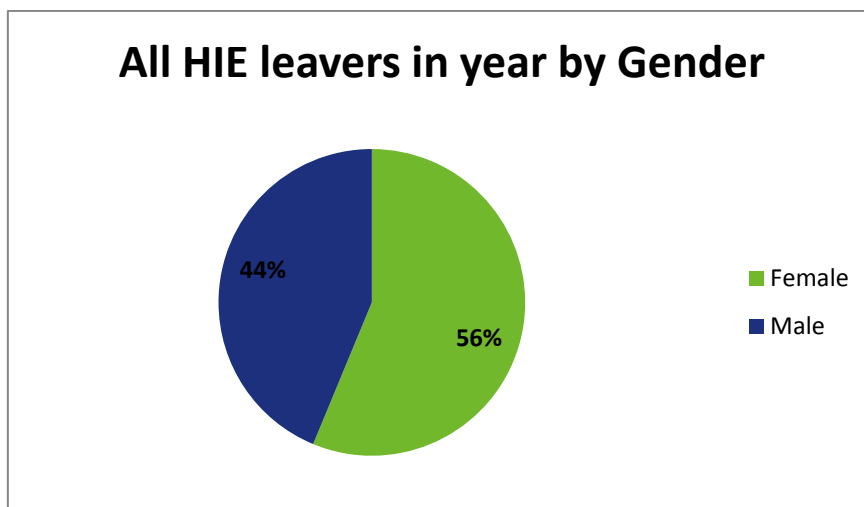


Chart 16: All HIE leavers during the year by Age Banding and Gender

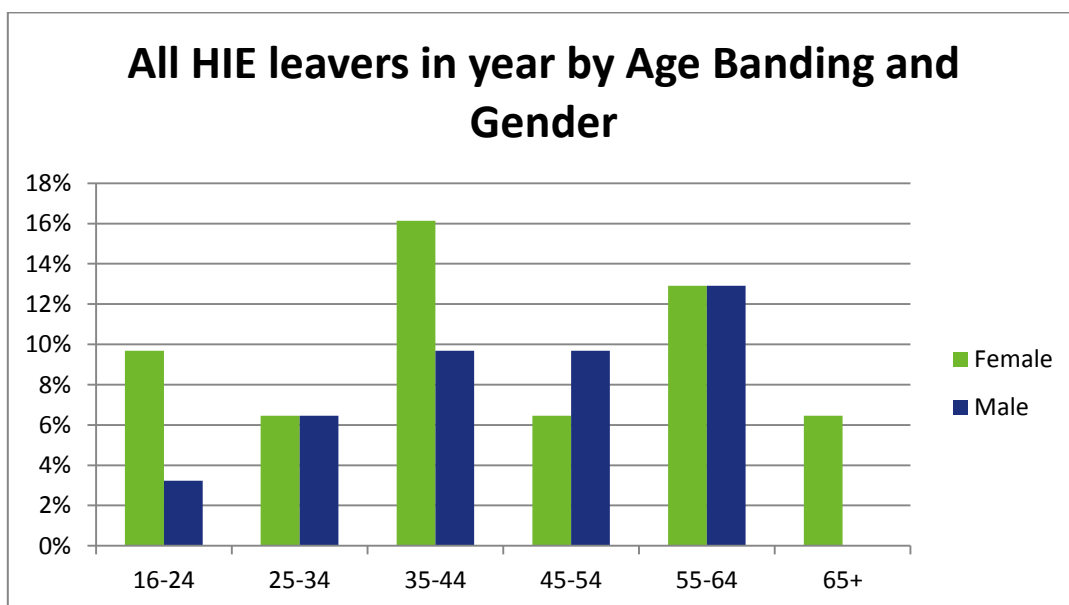


Chart 17: All HIE new starters during the year by Gender

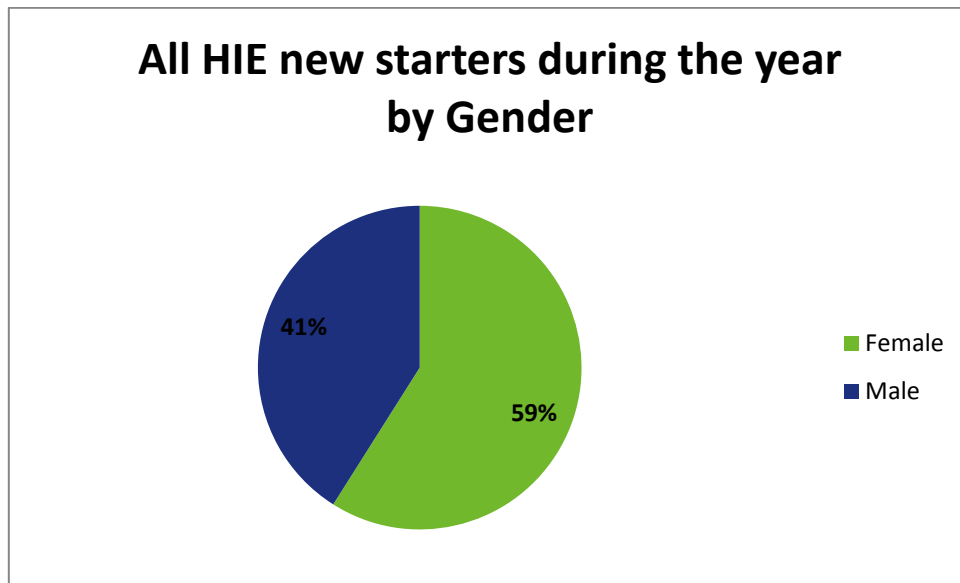


Chart 18: All HIE new starters during the year by Age Banding and Gender

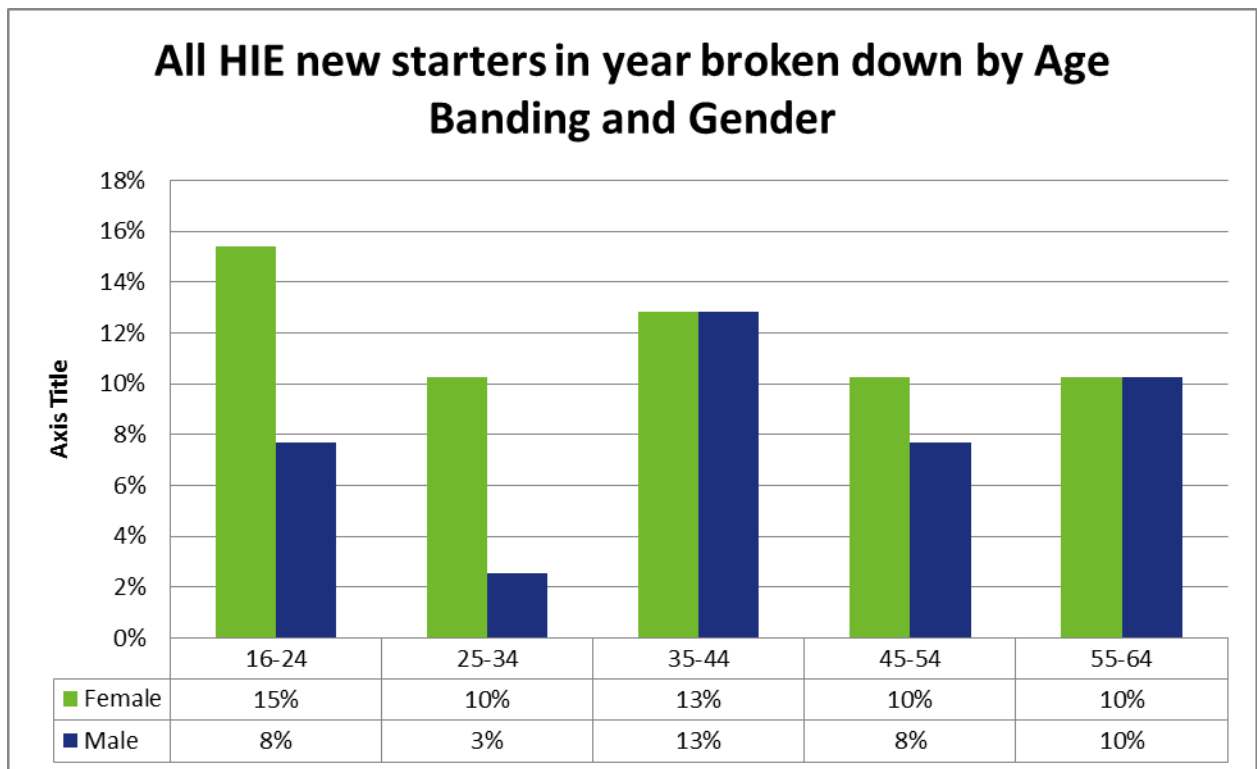


Chart 19: All HIE new starters during the year by Race/Ethnic Origin

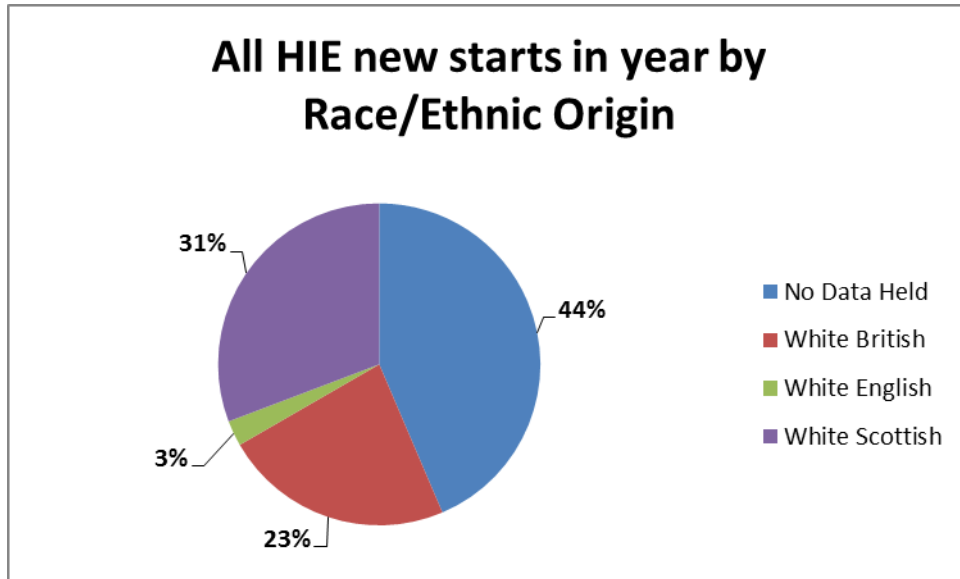
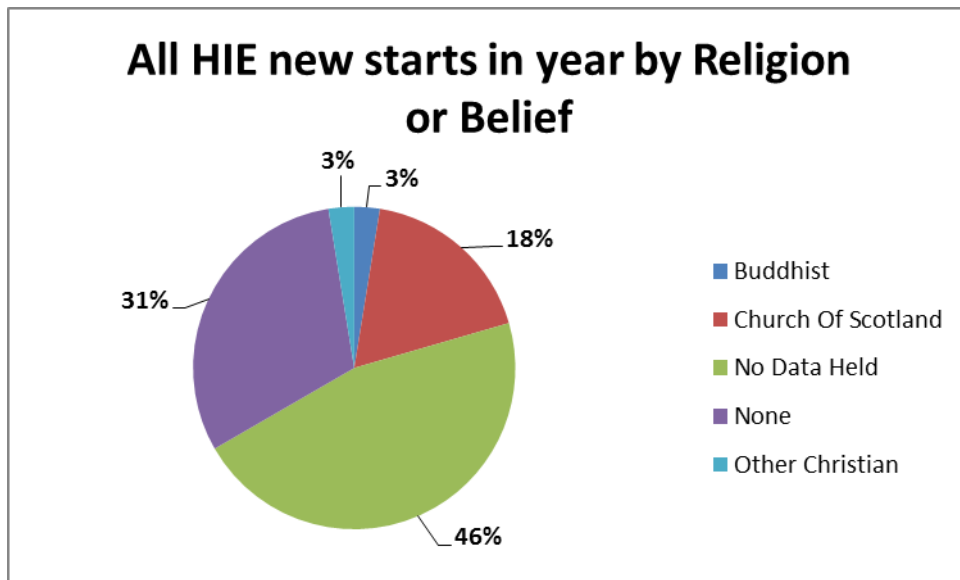


Chart 20: All HIE new starters during the year by Religion or Belief



## 5. RECRUITMENT AND SELECTION

During the year 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017, HIE undertook recruitment for 40 positions within the agency. From this recruitment, 39 applicants were successful. This includes, utilising the Scotgrad recruitment process, for recruitment to 6 graduate placements of which 5 placements were successfully recruited to and 1 placement was withdrawn.

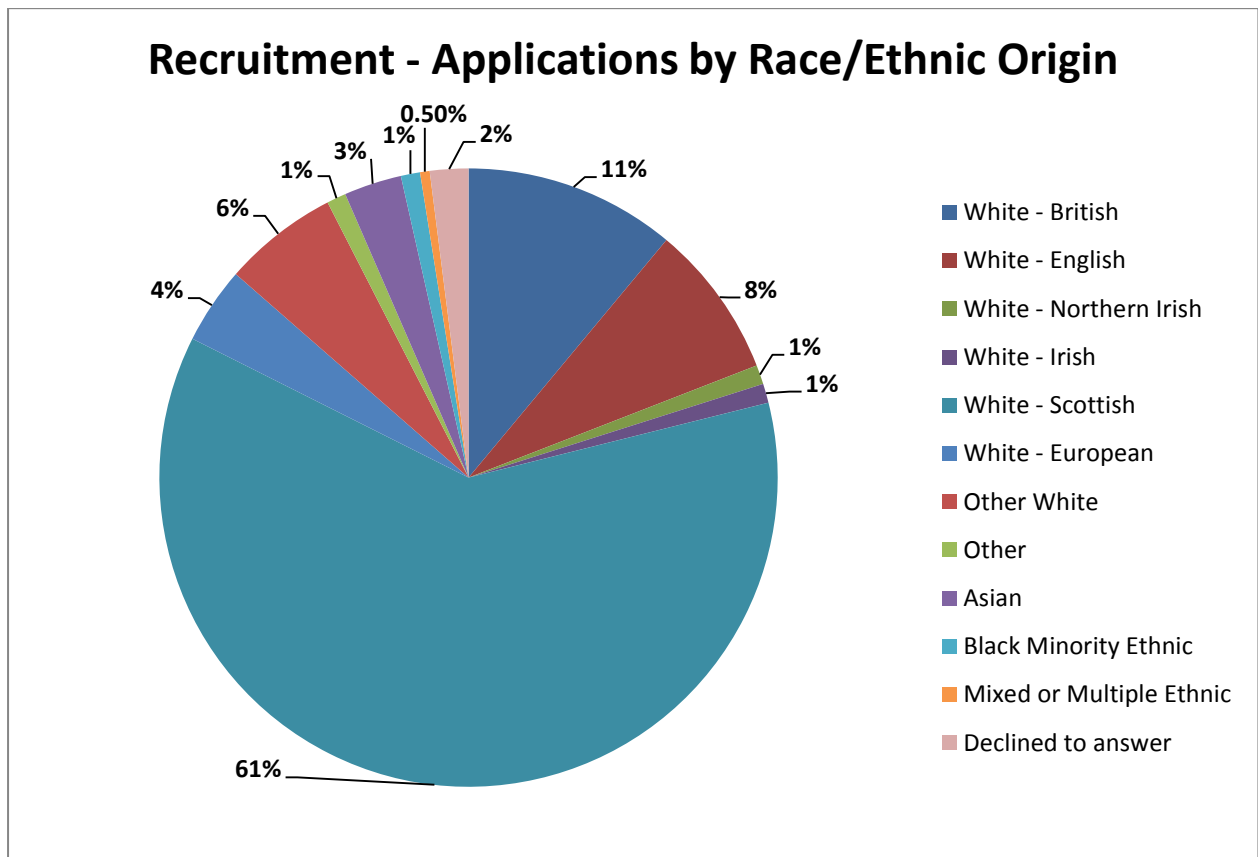
For the 40 positions advertised, the total number of applications received for the various positions was 663. The following tables provide a breakdown of the applicants and the appointments made (broken down by protected characteristics) for the 648 applicants who chose to complete the equality documentation.

For 2016/17 648 applicants completed the equality information. However not all chose to complete all questions with non-disclosure rates varying by characteristic: race 2%, gender 2%, disability 3%, religion or belief 7%, sexual orientation 6%, age 4%, marital status 2%.

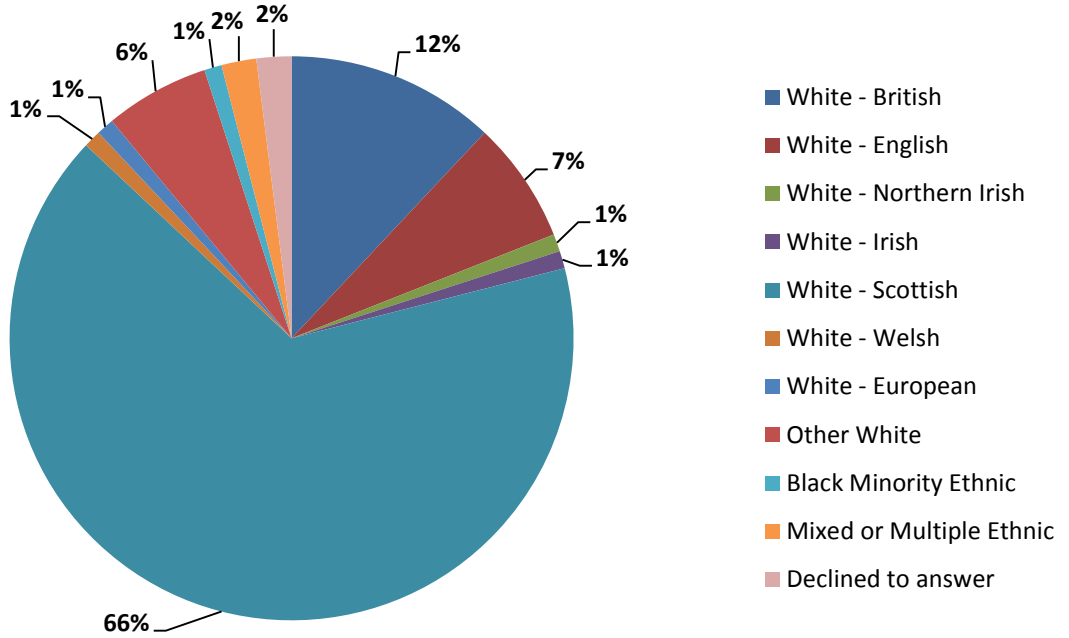
The recruitment and selection data extracted is based on advertised posts with a closing date between 1/4/16 and 31/3/17.

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

### charts 21 - 23: Recruitment by Race/Ethnic Origin



### Recruitment - Interviews by Race/Ethnic Origin



### Recruitment - Offers by Race/Ethnic Origin

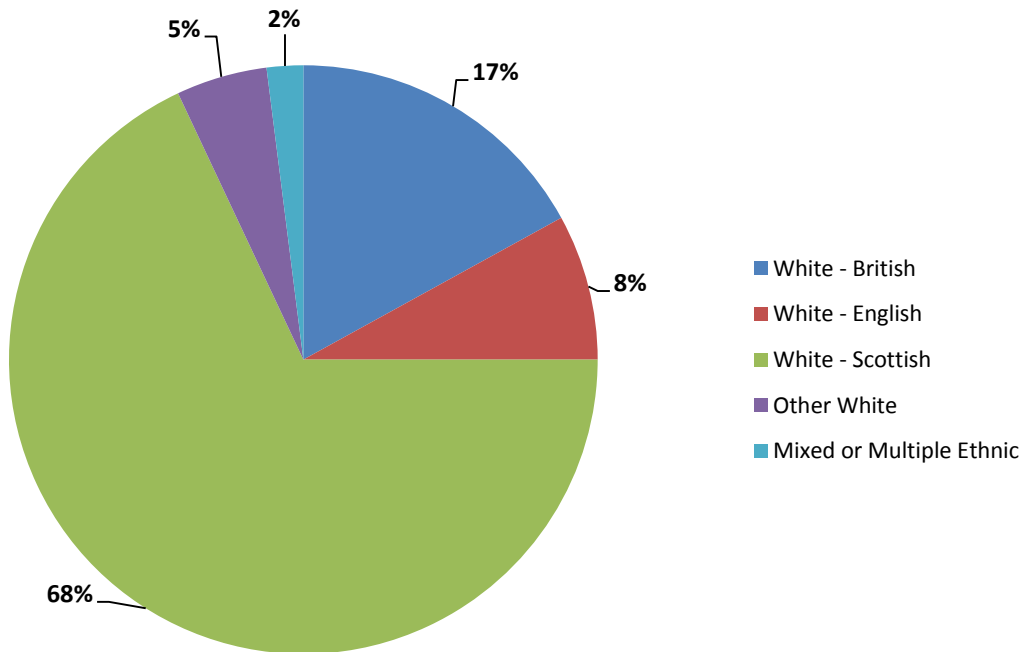


Chart 24 - 26: Recruitment by Gender

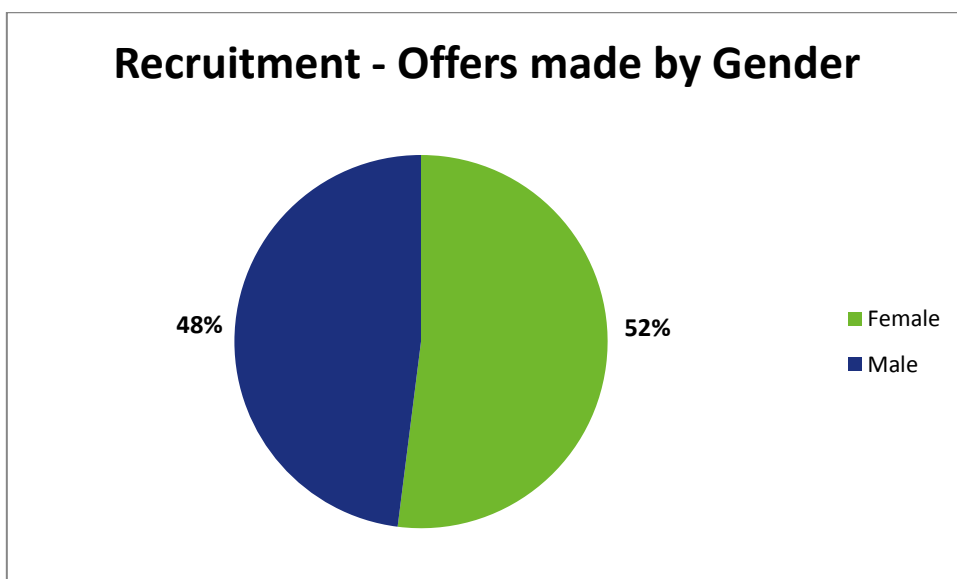
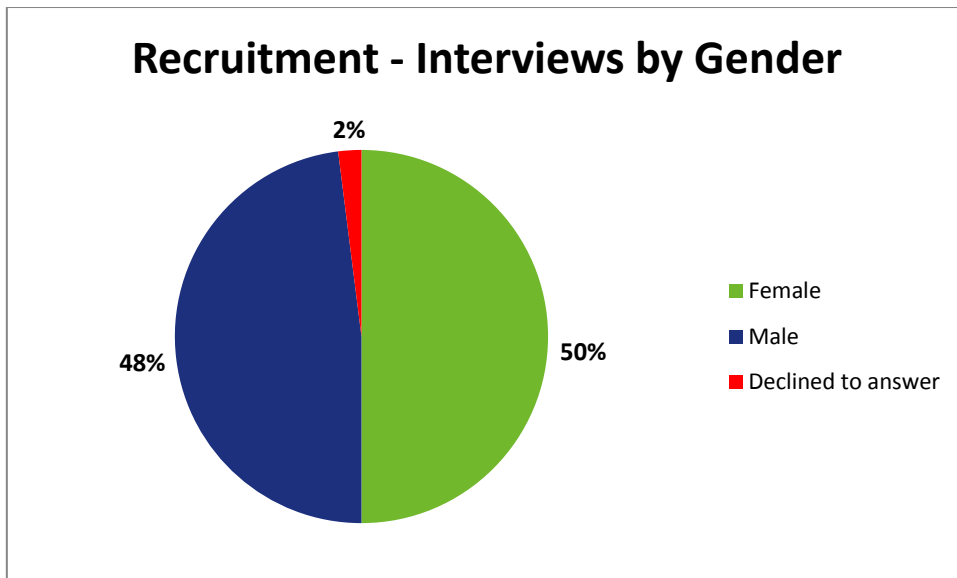
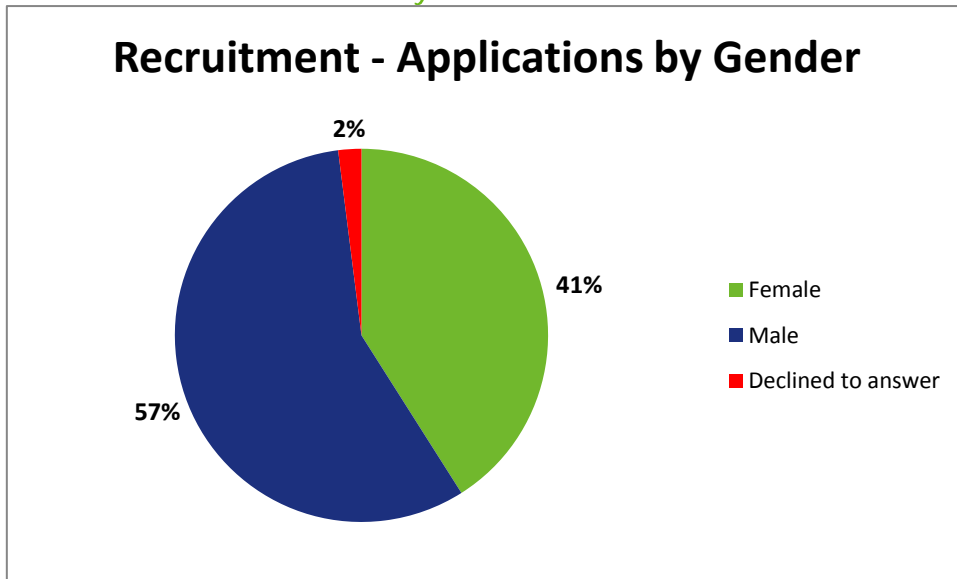
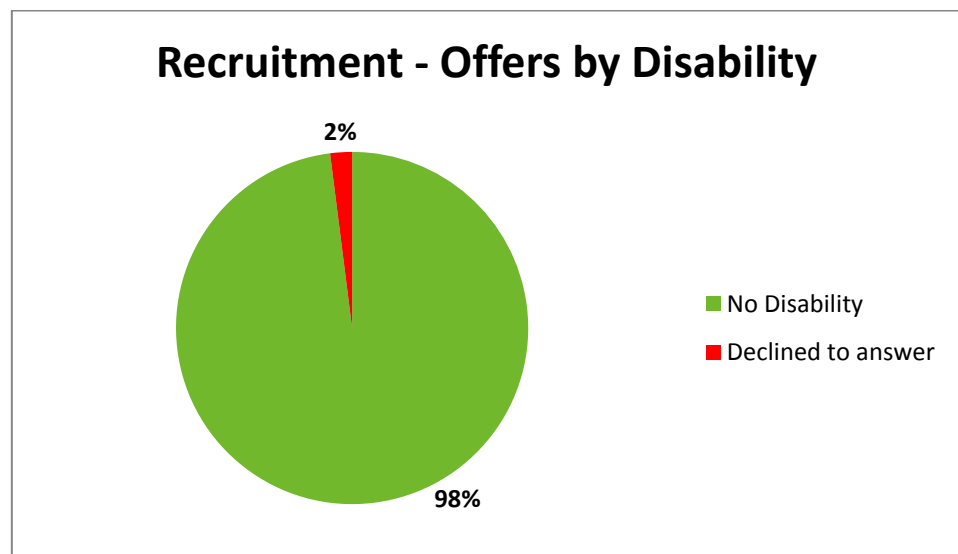
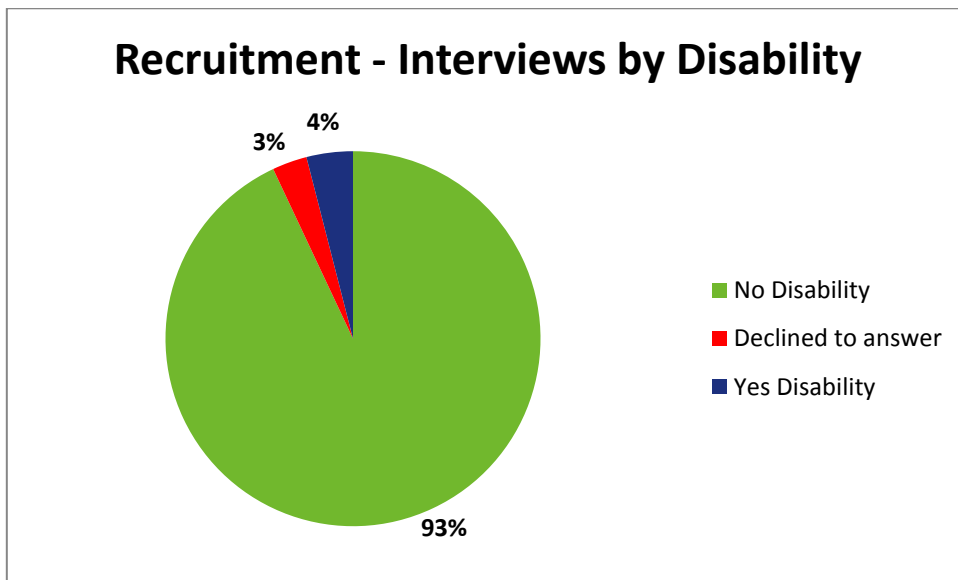
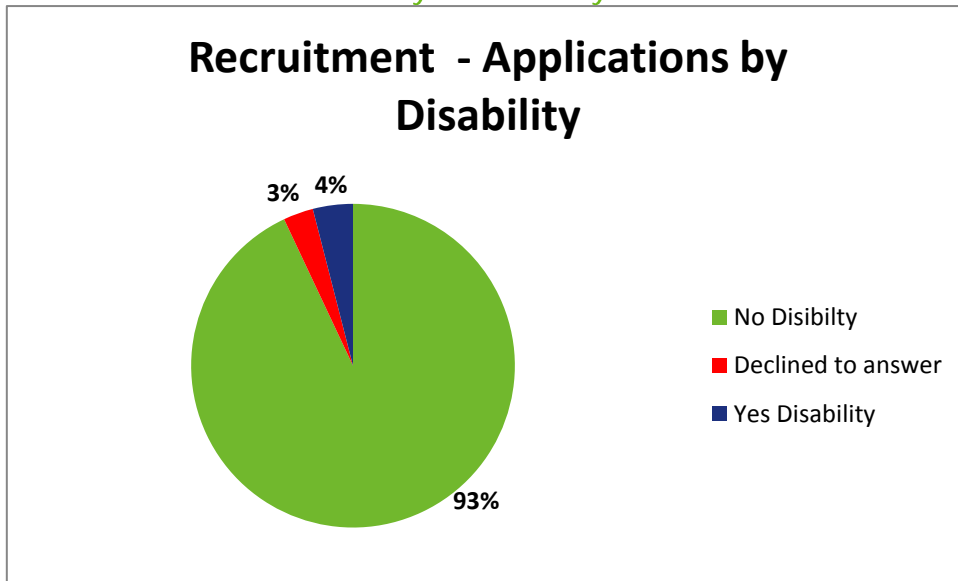
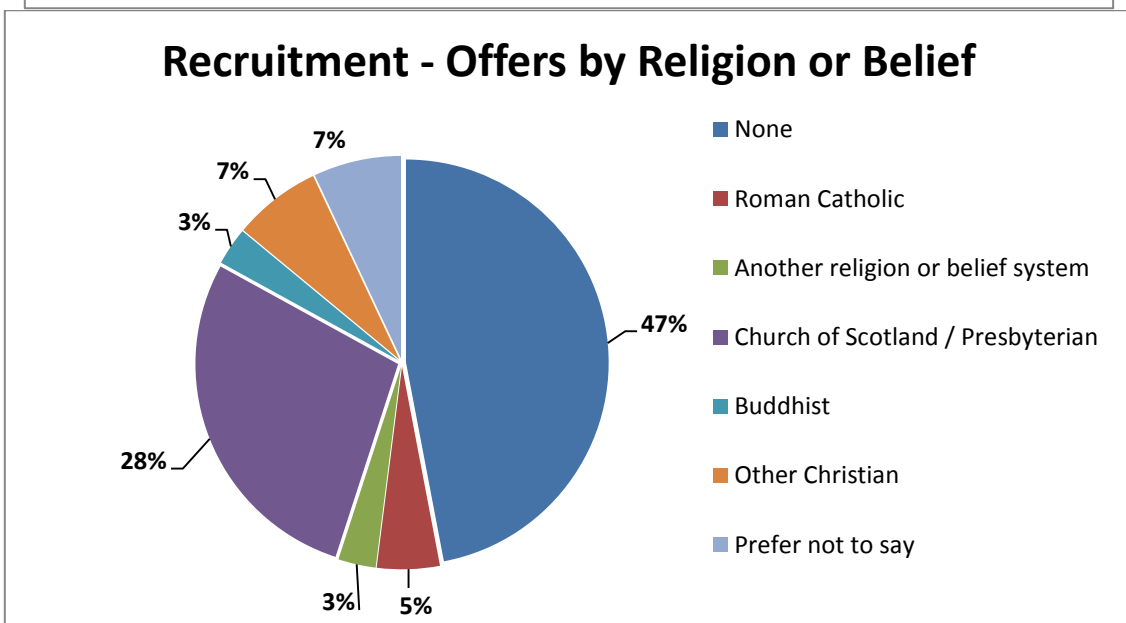
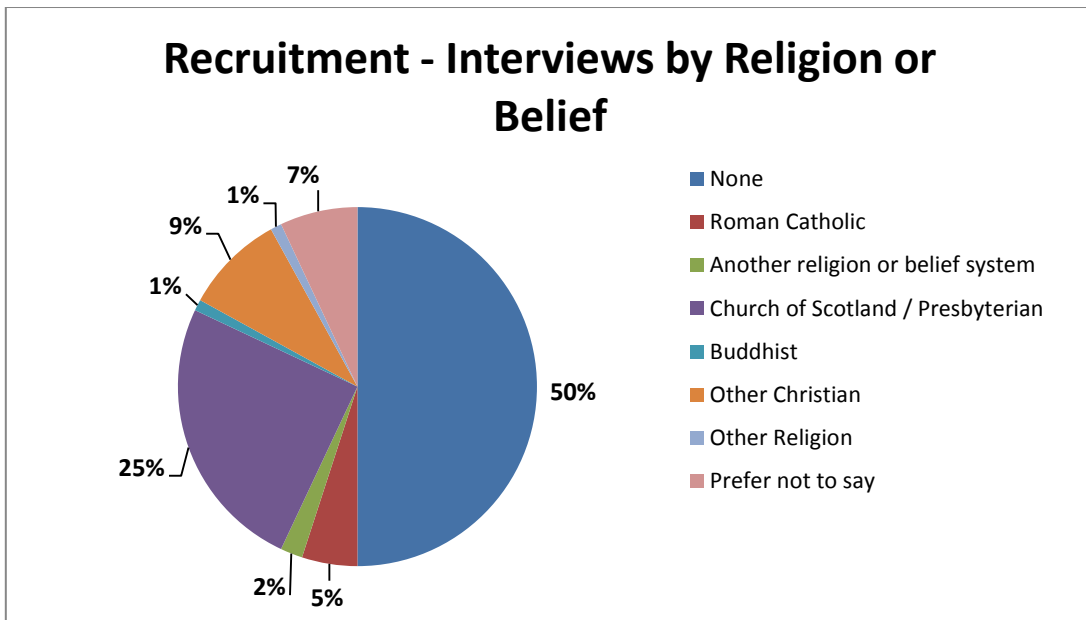
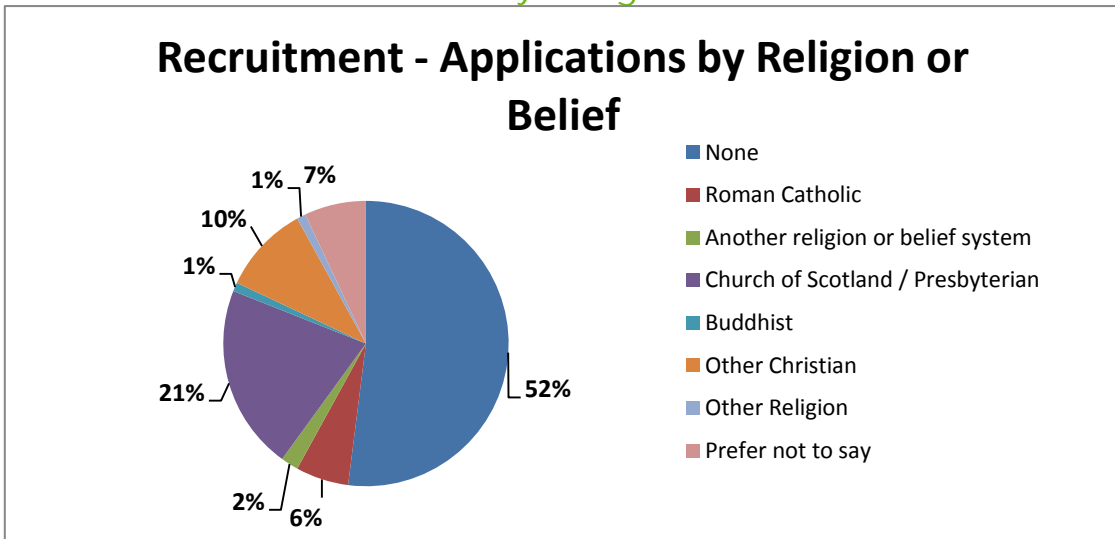




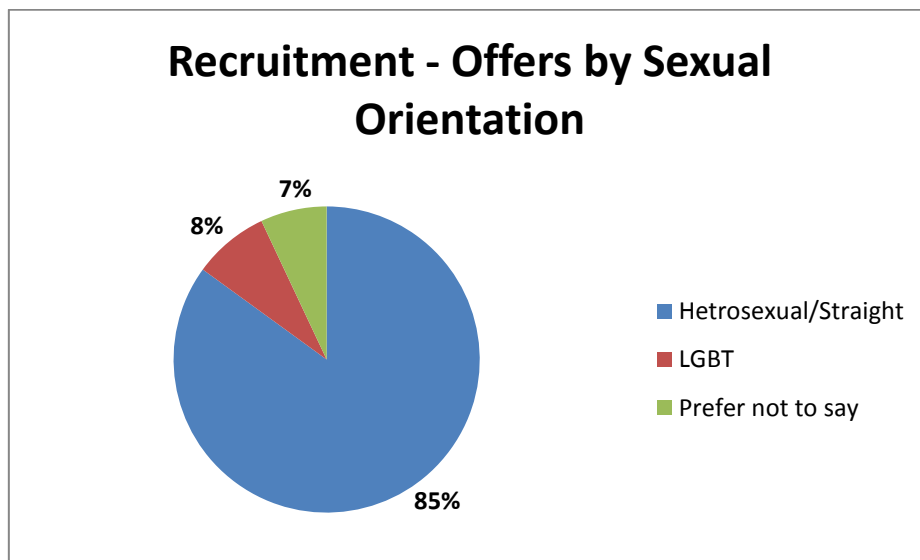
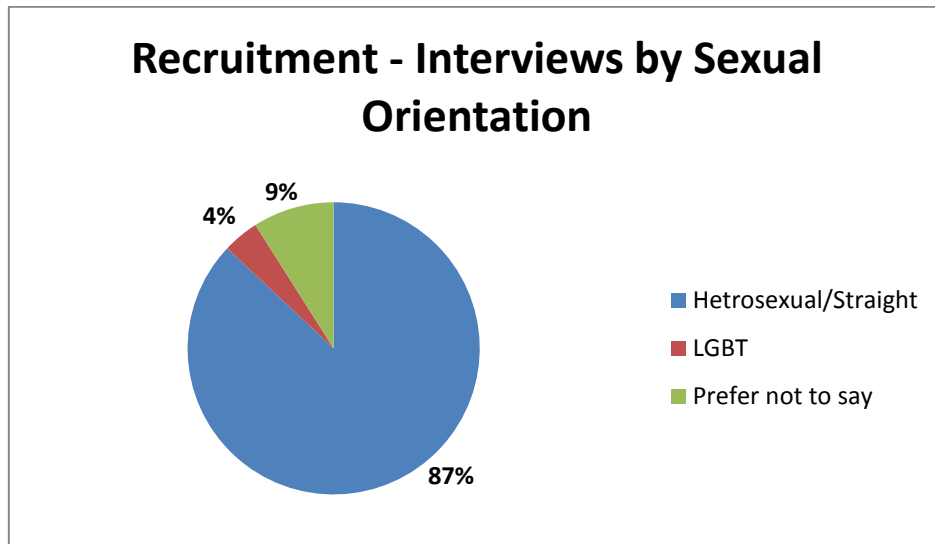
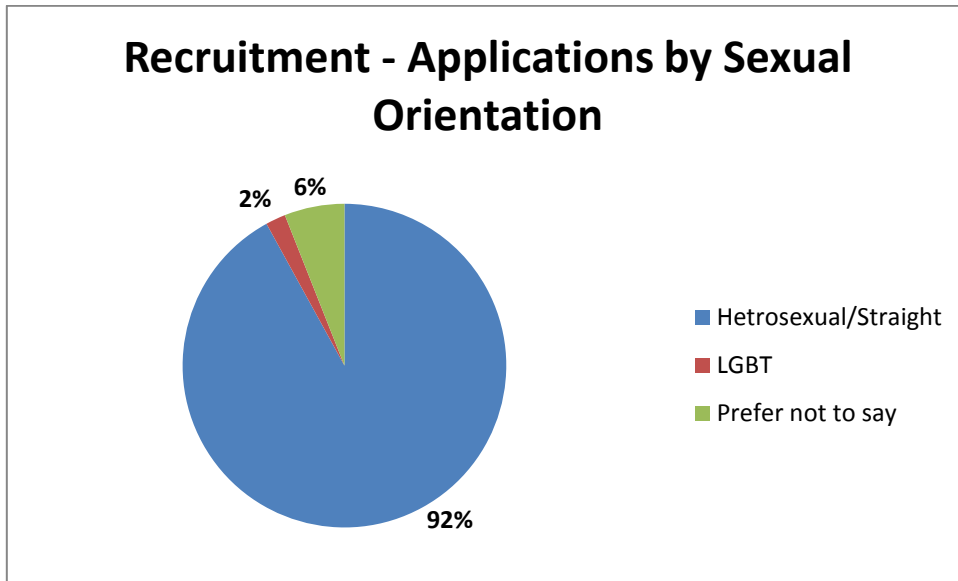
Chart 27 - 29: Recruitment by Disability



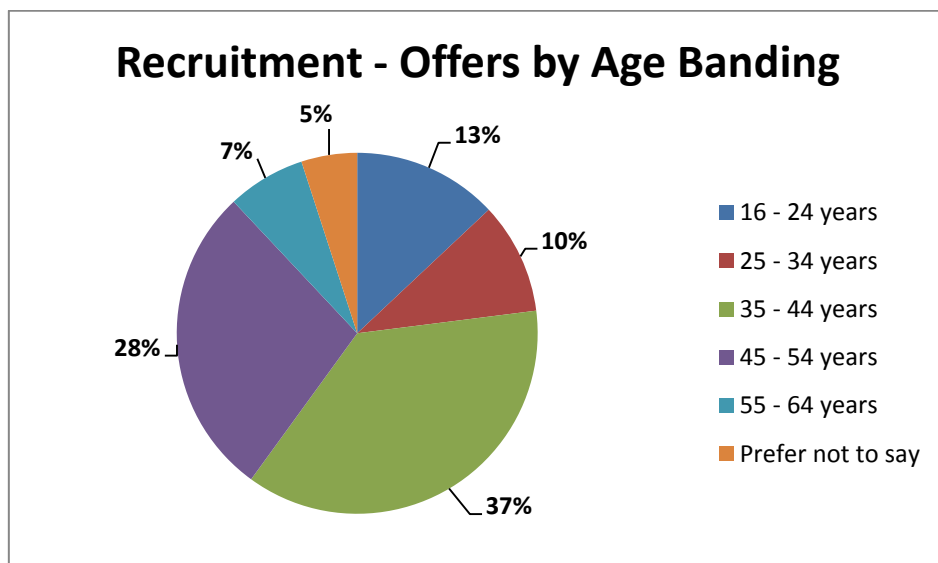
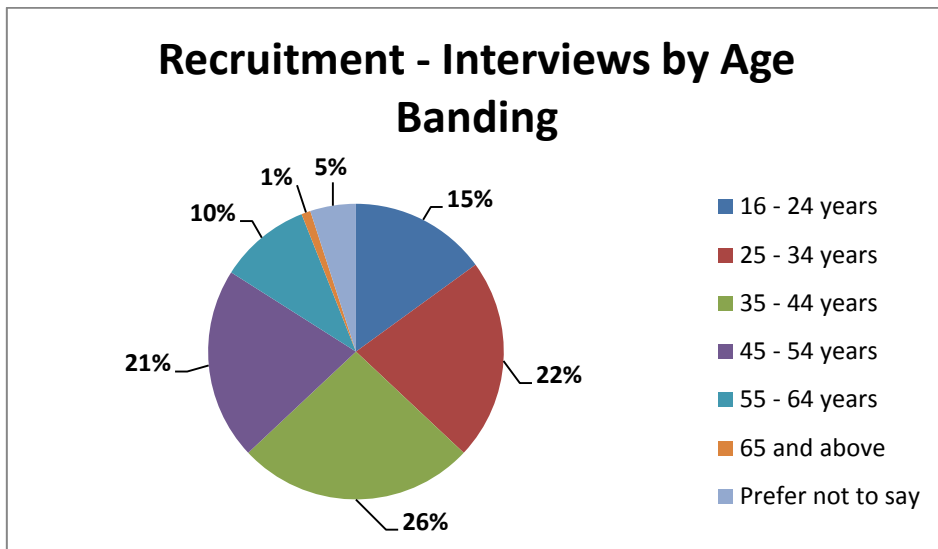
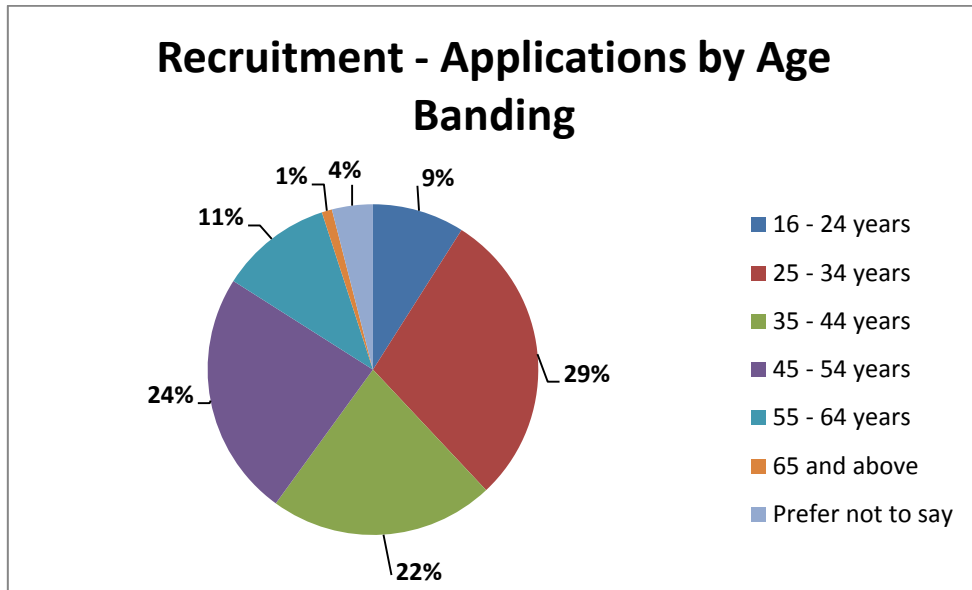
### Charts 30 - 32: Recruitment by Religion or Belief



### Charts 33-35: Recruitment by Sexual Orientation



### Charts 36-38: Recruitment by Age Banding



### Charts 39-41: Recruitment by Marital Status

