

EQUALITY MAINSTREAMING

2019



FOREWARD



HIE is the Scottish Government’s economic and community development agency for the Highlands and Islands of Scotland. Our purpose is to generate sustainable and inclusive economic growth across the region. We want people to see the Highlands and Islands as a highly successful and competitive region where they choose to live, work, study and invest.

HIE’s Equality Outcomes 2017-21 set out how we aim to do this – by helping more people to be part of, and lead, our workforce; by challenging prejudice; and by growing the working age population in every part of the Highlands and Islands. We will do this by focusing on both the places and the people within the region.

The Highlands and Islands Talent Attraction Strategy will help us increase the number of young and working age people living and working in our area. This will help reduce population decline and rebalance the region’s demographic structure. Scotland’s Year of Young People 2018 demonstrated what young people have achieved so far and their ambitions for the future. It has also helped us understand how people of all ages help to make to our region grow.

Priorities in our Operating Plan 2018-19 include supporting both young people and female entrepreneurs who have ambitious business ideas, tackling the unequal concentration of men and women in different types of occupation and at different pay levels, introducing talented young people to businesses and community organisations and working with companies to support fair and more productive business practices. We support the growth of the social enterprise sector and help people, particularly in remote, rural and island areas, to develop their communities.

HIE’s Equality Mainstreaming report shows that tackling inequality is an essential part of [HIE’s Operating Plan 2018-19](#) and this is also reflected in current development of our refreshed Strategy and Operating plan. We want to make sure everyone contributes to and benefits from growth across and within our region.

A handwritten signature in black ink that reads "Charlotte Wright".

Charlotte Wright
Chief Executive

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1. BACKGROUND

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

eliminate unlawful discrimination, harassment and victimisation

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

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

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

This report shows how we have done this in 2017-19, by:

- using our equality outcomes to tackle specific inequalities relevant to our remit
- mainstreaming equality and inclusive growth in our day to day activity
- gathering and using HIE employee information; narrowing HIE’s gender pay gap; and addressing occupational segregation - the unequal concentration of groups of people in different types of occupation and at different pay levels

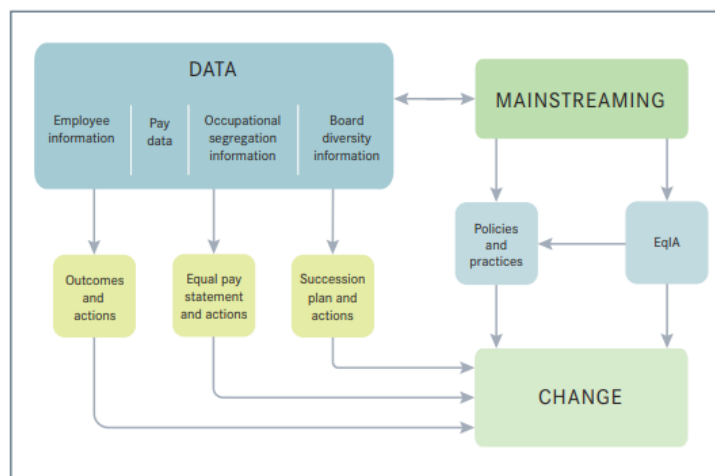
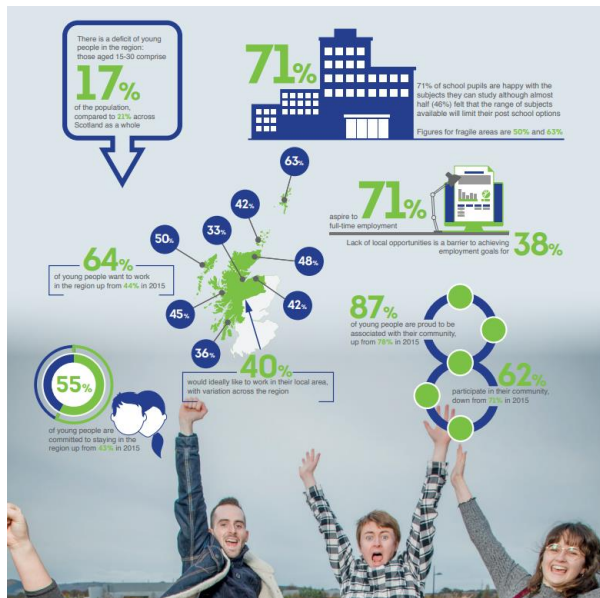


Figure 1: Close the Gap – guidance on using the PSED to drive change

This report highlights what we set out to do, what we have done, the difference we have made and what we aim to do in the period 2019-21.

2. KEY POINTS AT A GLANCE



Young people’s changing attitudes:
 There has been a positive trend since 2015, with young people now more likely to want to live and work in the Highlands and Islands

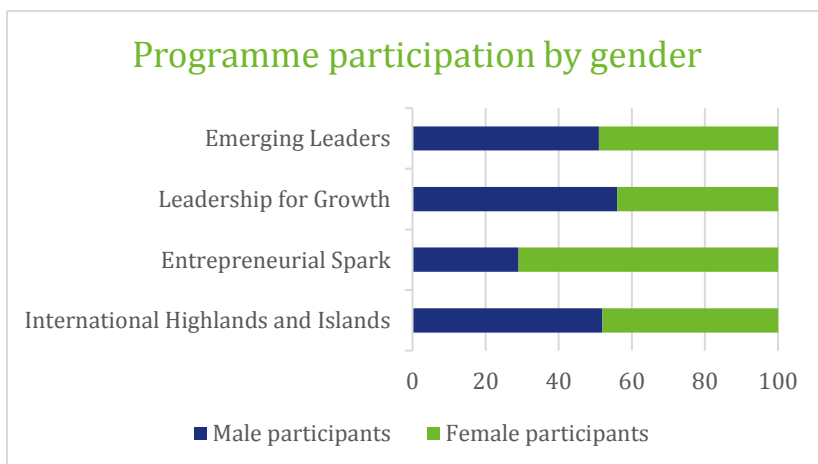
They also think more positively now about educational opportunities open to them in the region

Isobel Thomson, on 12-month placement with Westray Development Trust says:

“I love living and working here, and I truly feel part of the community. Knowing that the Trust’s work is having a direct, positive impact on the people of Westray, including my friends and neighbours, is highly rewarding”.

Women represent a greater proportion of participants on HIE’s leadership programmes than the proportion of women currently in account managed business leadership.

We are growing the leadership capability of an increasing number of women



3. HIE'S EQUALITY OUTCOMES 2017-21

HIE's equality outcomes 2017-21 aim collectively to eliminate discrimination, advance equality and foster good community relations. *Figure 2* sets out how the suite of outcomes covers the three elements of the "General Equality Duty" across the characteristics protected under the Equality Act 2010. They also cover the Fairer Scotland (socio-economic) Duty, introduced as an amendment to the Equality Act 2010.

Our outcomes are an important part of delivering the inclusive elements of growth, addressing disadvantage experienced by specific groups of people while increasing social, business and economic benefit across all areas in the Highlands and Islands.

Our equality outcomes are:

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

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

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

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

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

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

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

HIE, the Highland Council and NHS Highland have adopted a consistent approach to defining outcomes which aim to address socio-economic disadvantage, with each partner agency determining actions relevant to their remit.

HIE's remit extends across the Highlands and Islands and we are a member of several community planning partnerships. We aim, therefore, to focus on growing the **working age population** in every part of the Highlands and Islands. This reflects our focus on inclusive growth in the context of current outmigration of young people and an ageing workforce across the region.

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 main characteristic(s) which each outcome aims to address. Secondary characteristics, marked by the pink symbol ▼, are those which could also result from the outcome.

Eliminate unlawful discrimination, harassment and victimisation We do this by eliminating less favourable treatment or indirect discrimination, including discrimination arising from disability, and ensuring that we build in reasonable adjustments
Advance equality of opportunity We do this by removing or minimising disadvantage, meeting needs which are particular to some groups of people and encouraging participation of under-represented groups. This includes taking account of disabled people’s impairments
Foster good relations We do this by tackling prejudice or promoting understanding

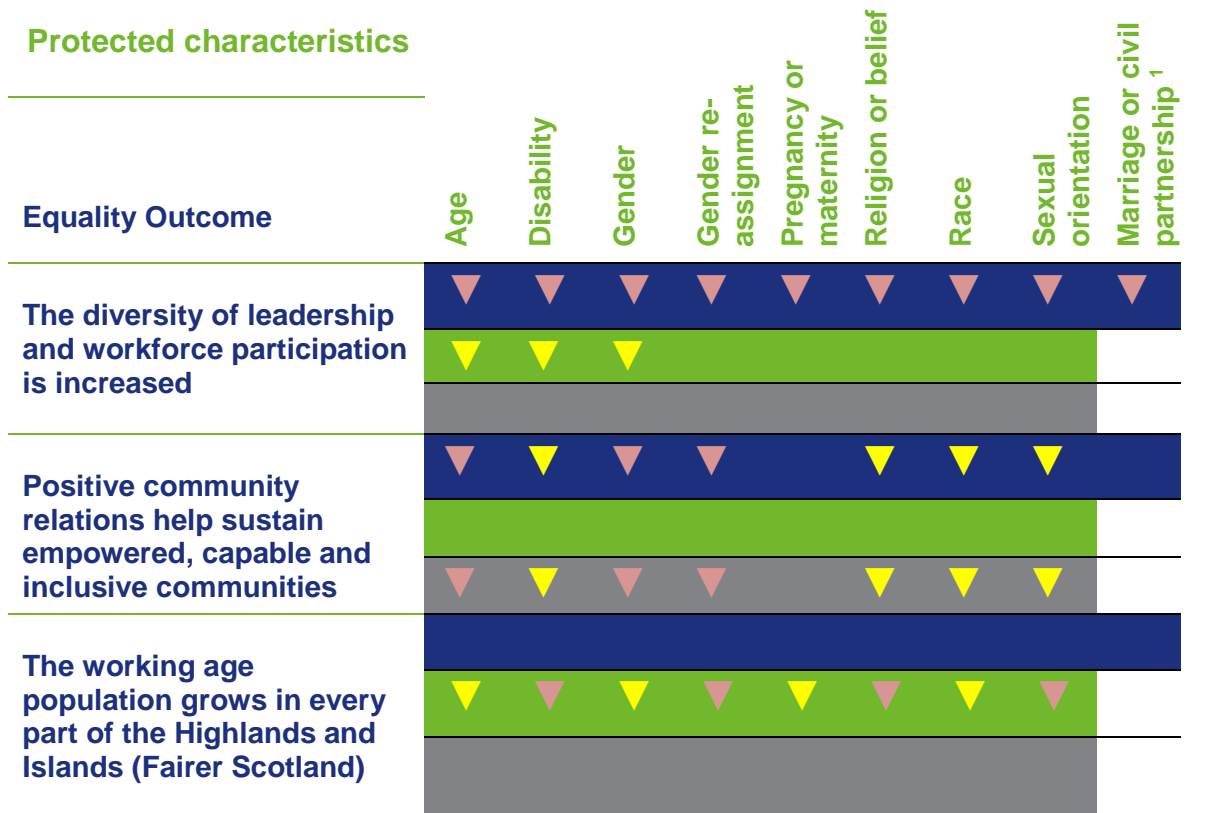


Figure 2: mapping HIE's equality outcomes across the "General Duty" and the protected characteristics

¹ Marriage and civil partnership – protected only with regard to eliminating unlawful discrimination

Drawing on our evidence base

HIE draws on a range of evidence to support delivery of our outcomes including:

- HIE research:
 - 2009, 2015, 2018 - [“Young People in the Highlands and Islands”](#)
 - 2017 - [“Occupational Segregation and the Highlands and Islands”](#)
- HIE operational information:
 - leadership demographics of business and social enterprises account managed by HIE
 - participation rates on programmes delivered by HIE
- HIE’s measurement framework
 - series of client performance “ladders” including business values (fair work)
 - outputs generated from our interventions (job creation and average wages)
- national reports and statistics:
 - Federation of Small Businesses’ [“Women in Enterprise: the untapped potential”](#)
 - EHRC report [“Is Scotland Fairer? \(2018\)”](#)
 - Joseph Rowntree Foundation’s [In-work Poverty, Ethnicity and Workplace Cultures](#)
 - the Royal Society of Edinburgh’s [Tapping all Our Talents Review 2018: Women in STEM](#)
 - Skills Development Scotland’s [Regional Skills Assessment data matrix](#)

This evidence tells us that:

- 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
- there are fewer women than men in the leadership of HIE’s account managed businesses, and more women than men in social enterprise leadership
- there is good gender balance on HIE’s leadership, entrepreneurship, business growth and social enterprise programmes, showing that we can help reduce the under-representation of women in the business community
- gender imbalance in the types and levels of job carried out by men and women (occupational segregation) and the gender pay gap are more pronounced in the Highlands and Islands than across Scotland as a whole
- disabled people and ethnic minority groups are more likely to be economically inactive than people who have no disability or who are white
- people of different minority ethnic backgrounds share common difficulties in living on a low income
- reporting rates for incidents aggravated by prejudice are low in the region, however we know that under-reporting is common
- people who live in small communities face additional barriers to reporting incidents and crimes motivated by prejudice

Progress in achieving our outcomes

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

i. Fair work

There is strong evidence that fair work practices impact positively on productivity. However, Scotland performs poorly in areas such as employee engagement and skills utilisation. Businesses which adopt fair work practices not only improve people's employment prospects across the workforce but can also increase their business productivity.

We are fully committed to promoting to businesses the benefits of fair and innovative workplace practices. We raise awareness of the Scottish Business Pledge (SBP) to highlight how it supports business growth and promote it within our procurement processes when contacting winning suppliers and within our tender documentation.

As at February 2019 (*Table 1*) 49 businesses in the Highlands and Islands had signed up to the SBP, of which 28 (57%) were account managed by HIE. To date, businesses have been more likely to sign up for the Community, Invest in Youth, Prompt Payment and Internationalisation elements. Workforce Balance, a key part of fair work, continues to be the element for which fewest businesses have signed up.

Elements of the SBP (at April 2019)	No. of H&I businesses (incl. HIE account managed (52))	No. HIE Account Managed (28)	*Rest of Scotland (617)
Living wage paid as minimum to workforce	52	28	617
Living Wage accreditation	22	11	201
No zero hours contracts applied	48	25	579
Zero hours contracts applied to workforce	4	3	45
Business signed up to Workforce Engagement	40	22	463
Business signed up to Invest in Youth	47	26	492
Business signed up to Workforce Balance (gender)	28 (17 board; 16 workforce)	17 (10 board; 10 workforce)	310 (130 board; 180 workforce)
Business signed up to Innovation	40	21	514
Business signed up to Internationalisation	42	24	478
Business signed up to Community	41	27	479
Business signed up to Prompt Payment	37	24	508

Table 1: Scottish Business Pledge at February 2019 - HIE Account Managed Companies

*Rest of Scotland = total businesses on spreadsheet with element data included less businesses in H&I area

Since February 2018 the proportion of HIE account managed businesses in the Highlands and Islands signed up to the SBP has increased from 54% to 57%. 63% of businesses signed up to the Workforce Balance element are HIE account managed, demonstrating both our influence in this area and the opportunity to promote the business benefits of adopting progressive workplace practices across our account managed portfolio.

As part of our measurement framework HIE has developed a Business Values Ladder (BVL) as a monitoring tool to improve research and evaluation on links between fair work practices, business growth and productivity.

Consistent with the SBP it captures information on:

- paying the Living Wage
- use of zero hours contracts
- systems or other investment to maximise workforce engagement
- investing in youth
- workforce, leadership and board diversity and gender balance
- playing an active role in the community

The ladder has wider reach than the SBP in that it maps the adoption of fair work practices across our account management portfolio, regardless of whether the organisation has signed up to the SBP. The ladder helps identify workplace practices which businesses can adopt which will help improve business performance (for example by widening their recruitment pool to fill skills gaps) and also provides strategic insight for HIE's operational and corporate planning. For example, BVL trends by area, sector or business type or size might suggest how we can target initiatives for greatest impact.

We held awareness raising sessions for account managers in July 2018 to explore the link between increased productivity, innovative workplace practices and BVL benchmarking.

ii. Improving employment prospects for young people

In recent years many of our initiatives have helped make the region a good place for young people to live:

- the main purpose of the Highlands and Islands Talent Attraction, Retention and Return Strategy is to retain and attract young people to the region - a direct response to the findings of HIE's 2015 "Attitudes and Aspirations" research
- the Inverness and Highland City Region Deal currently delivers projects such as the Northern Innovation Hub and Science Skills Academy, which develop education and career opportunities for young people.

In 2018 HIE commissioned "[Maximising Opportunities](#)", a major research study on the changing attitudes and aspirations of young people, aged between 15 and 30, on living in the Highlands and Islands. This shows a positive trend since 2015, with young people now more likely to want to live and work in the Highlands and Islands. They also think more positively now about educational opportunities open to them in the region.

However, while young people may want to stay in the region, many feel that they have to move to access opportunities and gain job experience. Some leavers also feel they cannot return to their local area due to lack of employment opportunities. Around half of the young people in the study are interested to some extent in starting their own business, however, they identify access to finance and lack of confidence or knowledge as barriers to self-employment.

Young people clearly think that life in the region means they have to compromise on some aspects of life. They see this as more necessary in remote and fragile parts of the area. Under-employment is also a particular issue for young people in more remote areas, with young women more likely than young men to perceive this as a challenge.

The vast majority of young people see good pay levels, availability of high quality jobs (both 97% of survey respondents) and opportunities for career progression (96%) as vital to making the region an attractive place for young people, along with low transport and living costs (both 95%). This is set out in *Figure 3* below.

Employment opportunities

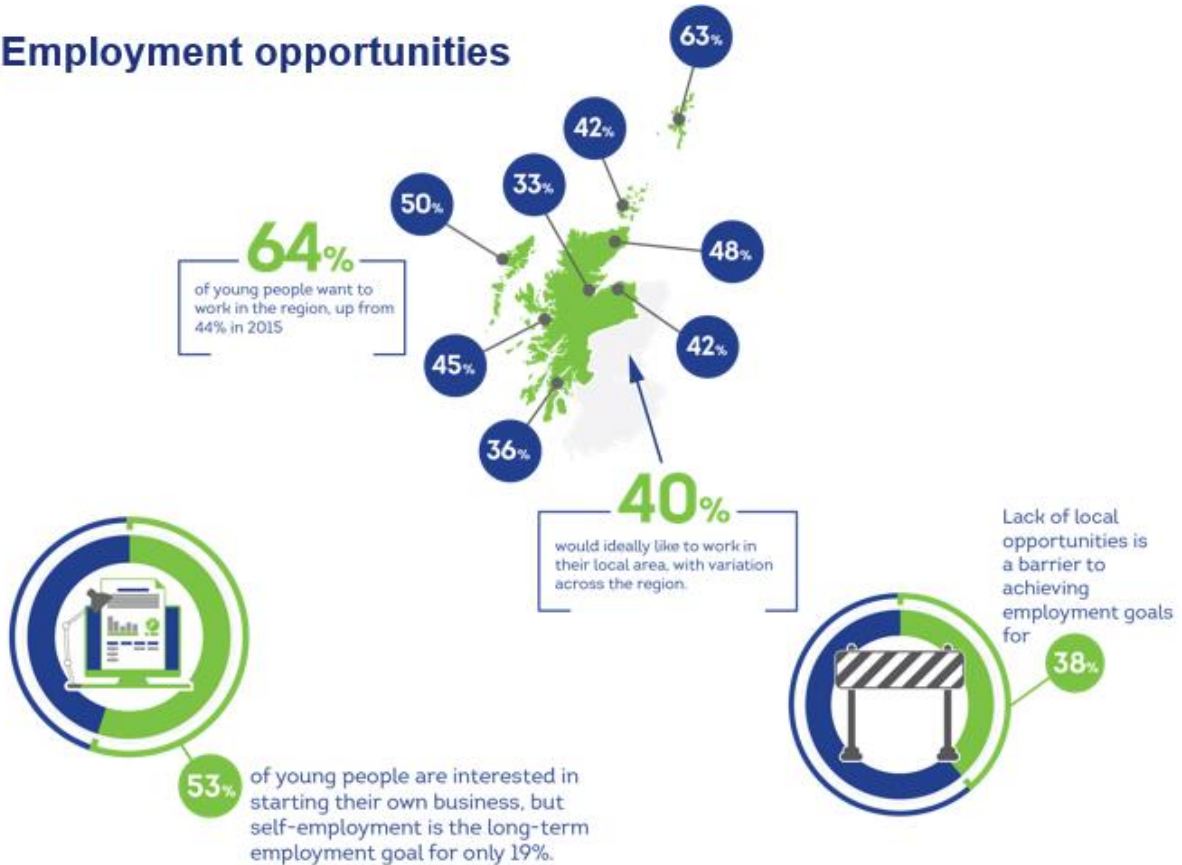


Figure 3: young people’s view on employment across the Highlands and Islands: HIE research 2018

Compromise is also a factor in young people’s educational choices. Many young people compromise on having a narrower range of college and university courses if they stay in the region, although there is evidence that curriculum expansion, alignment to industry need and improving access are having a positive effect.

The report highlights ways in which we can widen young people’s routes to employment:

- promoting apprenticeships and “middle ground” opportunities in skilled trades
- boosting uptake of the successful ScotGrad scheme for graduates
- working with employers to diversify recruitment practices
- promoting entrepreneurship and self-employment
- exploring the scope of flexible and remote working for young people
- promoting sectoral opportunities such as aquaculture, wave and tidal energy and marine biology
- maximising opportunities across early learning and childcare and social care, as high-volume sectors which will see considerable growth as demand increases

We are also developing additional reports, drawn from the survey, to provide analysis of young people’s views by geographical area and by equality characteristics. This will allow us to understand how young people’s experiences vary locally and by age, ability, identity and faith.

HIE’s research, therefore, has provided a clear driver to future-proof policy interventions which meet the needs of young people, including exploring how we can involve young people in service and policy design.

The Year of Young People 2018



The Year of Young People 2018 aimed to encourage those aged from 8 to 26 to speak up about issues closest to them, while helping to create a positive view of their role in society. As part of HIE's commitment to the year we delivered a number of projects to support and develop young people in our region:

Science Skills Academy



We expect thousands of new opportunities in our region over the next few years in the energy, life sciences and digital technologies sectors.

We helped create [The Science Skills Academy](#) which has a network of inspirational STEM rooms to provide opportunities for young people moving into the world of work.

Newton Room design accommodates the needs all users, such as providing height adjustable desks and touch screens, particularly beneficial for wheel chair users or others who require flexible work spaces. We also have separate auditoriums which provide a quiet space for pupils (with accompanying adults) who prefer to work away from the noisier main room, such as children who are on the autism spectrum.

The SSA is also commissioning the production of Newton Videos with interview footage of young and inspirational role models, including young women. Versions of the Newton Videos include full subtitles to be used by individuals who are hard of hearing.

ScotGrad

The [ScotGrad programme](#) offers valuable experience to students and graduates, giving incentive for young people to stay and work in the area. It also introduces organisations to the benefits of employing graduates and students.



The current HIE ScotGrad programme (October 2018 to October 2021) has 2 strands - graduate and student placements (including language placements). The programme aims to deliver around 47 graduate placements and 25 student placements per year.

Graduates use the experience and skills gained during their placements to go on to further graduate level roles – in 2017-18 around 95% have gone on to positive post placement destinations, including summer student returning to studies, as illustrated in *Figure 4*. There is an even gender mix of students with 48% male and 52% female in 2017-18.

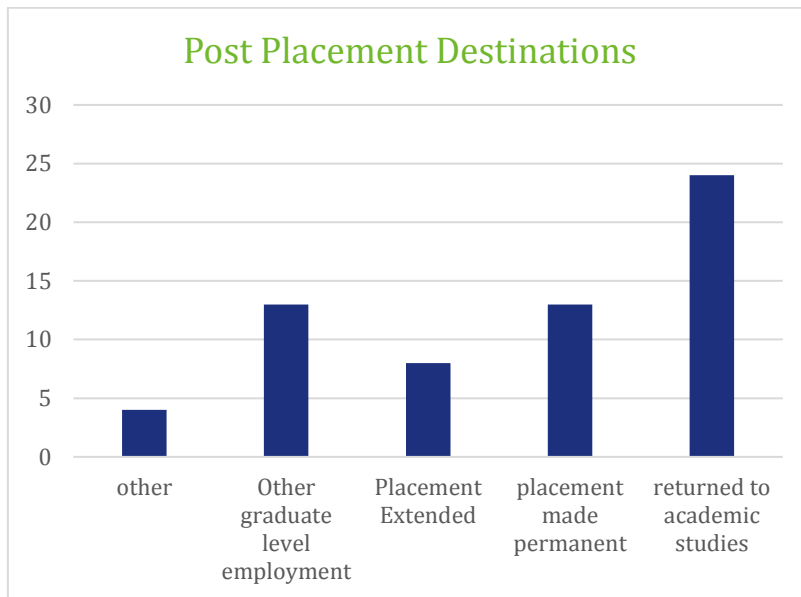


Figure 4: Student and graduate post-placement destinations 2017-18

The criteria and funding for organisations seeking placements was tightened in 2015 to ensure consistently high-quality placements and this has resulted in fewer but higher quality placements being offered as shown in *Figure 5*.

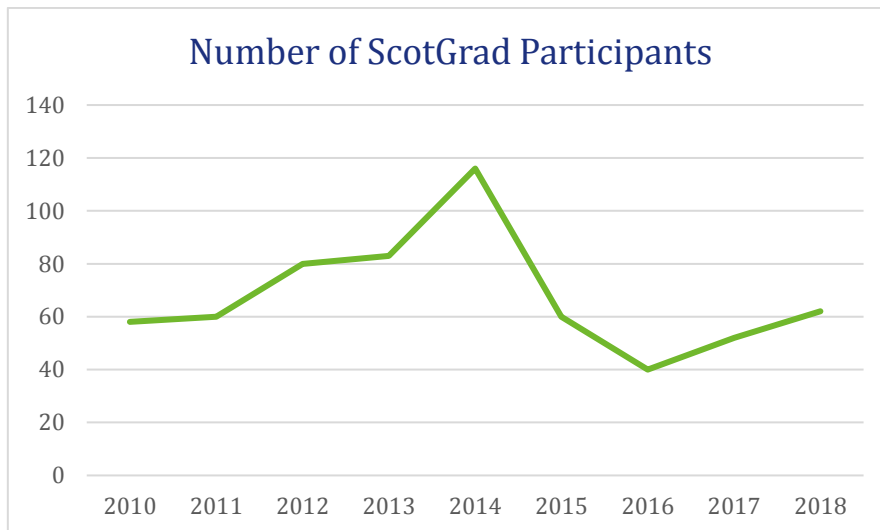


Figure 5: number of participants by year

ScotGrad – where could a placement take you?

Click the links below to see video case studies of three young people who tell us how they have benefited from ScotGrad placements:

[Clarrie Murdoch - The Highlands Small Communities Housing Trust](#)

[Murray Beattie, Tobermory Harbour Association](#)

[Kathryn Howell - Isle of Gigha Heritage Trust](#)



See also the cover photo and pages 12-13 of HIE’s In Focus magazine to find out about [Isobel Thompson](#) who moved to Orkney to take up a placement with Westray Development Trust.

Universities



In a bid to retain and attract young people our region hosts one of the UK’s leading integrated universities incorporating both further and higher education. The University of the Highlands and Islands, a network of 13 colleges and research institutions along with 70 learning centres, provides access to over 40,000 students.

Development of the universities sector in our region is vital to ensuring the success of our economy.

Our investment in UHI over many years is helping them to grow student numbers e.g. a new degree programme in Fort William has seen student numbers rise from 8 to 140 over 10 years. Investment in the Scottish Association for Marine Science has helped them grow their students (including post-graduates) from 50 to over 180 full time equivalents in 2017-18. In addition, we anticipate that HIE’s investment in Glasgow School of Art will help support an increase from 28 students currently in Moray, to over 60 in the next 3 to 4 years.

iii. Increasing the contribution of women to economic growth

Women do not participate in business leadership and entrepreneurship to the same extent as men. We want to understand why this is and how this affects the economy, businesses and women themselves. To address this gender imbalance, we make sure we remove or reduce barriers to participation in our programmes and events. These barriers are often completely inadvertent yet can prevent men and women from participating in leadership and entrepreneurship to the same extent.

Gender balance in leadership

In 2018 HIE mapped the gender balance of HIE's account managed businesses and social enterprises. This shows that, while there are fewer women leading HIE's account managed businesses, women predominantly lead the social enterprise sector, as set out in *Table 2*. This reflects national gender trends in business and social enterprise leadership.

	HIE Account Managed Businesses	HIE Account Managed Social Enterprises
Female Ownership or Senior Partnership	33%	See below
Female Board Representation - Soc Ent only		84%%
Female CEO	14%	45%
Female senior leadership positions	48%	64%

Table 2: gender balance in HIE account managed businesses and social enterprises 2018

Gender balance on HIE's programmes

We aim to build the leadership capability of both men and women as the pipeline of future talent. We monitor the gender balance of people who attend our leadership, entrepreneurship and other relevant programmes to identify the extent to which we are addressing women's under-representation. This is illustrated in *Table 3*.

Programme	Date	No. of delegates	Gender			
			Male	%	Female	%
Business focus						
Emerging Leaders	2016-17	141	73	51%	68	49%
Leadership for Growth	2016-17	41	23	56%	18	44%
Mentoring	2018 -	58	38	65%	20	35%
Entrepreneurial Spark (virtual pilot)	2016	40	12	29%	28	71%
Entrepreneurial Academy (pilot)	2017-18	246	124	50%	122	50%
International H&I	2015-18	769	398	52%	371	48%
ScotGrad 3 (Graduate and Student)	2015-18	169	87	51%	82	49%
Social Enterprise / Communities focus						
Social Ent Venture Development	2018	100	36	36%	64	64%
Governance Health Check/Skills Audit	2018	49	28	57%	21	46%
Governance Workshops	2018	362	148	41%	214	59%
Social Enterprise Connect	2018	40	9	22%	31	78%
Getting Ready for Investment	2018	105	30	29%	75	71%
Maximising Community Assets	2018	146	86	59%	60	41%

Table 3: proportion of men and women on HIE's programmes

This shows a good gender balance in participation rates across HIE's leadership, entrepreneurship, internationalisation and graduate/student placement programmes, ranging from 35% – 71% female.

Female participation is lowest on the mentoring programme (35% of participants). HIE's refreshed leadership programme includes women to women mentoring for those who wish it, reflecting national evidence which suggests that this supports women, particularly in the early stages of business development.

There is a particularly high level of female attendance on HIE's entrepreneurial spark pilot (71%, previously 57%). This may be because we used digital methods to deliver it, reducing the need for participants to travel. This may be of particular benefit to carers, who tend to be women.

HIE uses a variety of delivery models to widen participation, which is vital in an area as geographically dispersed as the Highlands and Islands:

- virtual models of delivery increase accessibility for rural participants and also:
 - allow people to balance business and family responsibilities
 - meet the needs of younger entrepreneurs – the new Northern Innovation Hub accelerator “30 under 30” is targeted towards young entrepreneurs
- we offer local delivery in many of our programmes – in 2018-20 HIE will deliver 32 Entrepreneurial Academy workshops across the Highlands and Islands
- where local delivery is not feasible we offer funding towards travel and accommodation, minimising economic disadvantage experienced by people in rural and islands areas
- we use case studies and testimonials to communicate the benefits of our programmes

As outlined in *Table 3* more women than men attend many of the social enterprise and communities programmes (41% - 78% female), broadly reflecting the gender balance of social enterprise leaders in the Highlands and Islands.

There are fewer women than men on the Governance Health Checks and Skills Audit events (46%) and this may reflect traditionally greater numbers of men on community boards. There also tend to be more men than women on community groups engaged in buying community assets (41%), which may explain the under-representation of women on this programme.

Specific interventions to increase gender balance

HIE carries out a range of research and activities which explore the experiences of women in business and female entrepreneurs so that we can increase women’s contribution to growing the economy.



W-Power Gender aware business support

HIE is a partner in the W-Power project (Northern Periphery and Arctic Programme 2018-21) which explores the challenges experienced by women entrepreneurs in rural and sparsely populated areas across partner areas (Finland, Scotland, Sweden, Ireland and Iceland).

We will provide skills development and coaching activities for women entrepreneurs to address the challenges they face. The project will also develop a method of delivering business support which takes into account the differing needs of male and female entrepreneurs.

HIE’s engagement in the project allows us to share learning, such as Sweden’s Equal Growth model of business support delivery, with international partners.

Occupational segregation

Addressing occupational segregation is one of the most effective ways to increase the contribution of women to the economy of the Highlands and Islands.

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

HIE research "[Occupational Segregation in the Highlands and Islands](#)" (2017) showed that:

- patterns of occupational segregation are more pronounced in the Highlands and Islands than in Scotland as a whole
- women are more likely than men to experience negative consequences such as under-employment and part time working
- gender segregation is evident from educational subject choices into employment
- despite higher level of school attainment women are more likely to go into low paid sectors
- women disengage from workforce as they age - only the 16-24 age group has fewer men

In 2018 HIE worked with The Innovation School at Glasgow School of Art to uncover the lived experiences behind HIE's research by working with communities and people in Moray.

During the project, the study team engaged with over 300 people of all ages in the local community through workshops, pop-up events, interviews, site visits and ethnographic photography.

We held a public exhibition of photography from the research in Forres in September 2018, and over 200 local people came to view the work and talk about the research.



The study generated six key insights:

1. resilient, entrepreneurial, micro-business activity is evident among women in Moray;
2. local childcare provision needs to be more flexible;
3. women would benefit from businesses being family-friendly;
4. young people wish for a sense of ownership within their community
5. young people need to feel empowered about their future;
6. the challenges of engaging with older people with useful workplace skills and experience



We explored these insights with local stakeholders in September 2018 and they identified existing initiatives relevant to the study as well as opportunities for future action. We will continue to engage with stakeholders in 2019 to develop individual or partnership activities which will address the findings of the HIE research and the study in Moray.

Gender balance on HIE's board

Since 2013 HIE has made significant progress in achieving gender balance on HIE's own board. In 2013-17 women represented 36% of HIE Board members and during the period 2017-19 this rose to 40%.

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

Along with partner agencies HIE seeks to facilitate the reporting of incidents motivated by prejudice which can impact negatively on the sustainability of our communities.



Figure 6: Hate Free Highland

The Hate Free Highland campaign (*Figure 6*) encourages reporting. Although the number of incidents reported in the region is relatively low we know that under-reporting is common, particularly in small and rural communities.

For example Stonewall research shows that LGBT people in the Highlands and Islands are the least confident in reporting hate crime to the Police. This resonates with evidence that young LGBT people often migrate from smaller communities to urban areas. Providing alternative routes to reporting and raising awareness of the incidence and impact of crimes in our communities may help tackle prejudice, combat hate crime and help sustain our communities.

Information published by the Procurator Fiscal's Office shows that, in the Highlands and Islands, the most common aggravating factors in 2017/18 were:

- race - 159 incidents
- sexual orientation - 41 incidents
- disability - 21 incidents
- religion and belief - 19 incidents

Incidents were reported by the Procurator Fiscal's Office areas: Campbeltown; Dunoon; Elgin; Fort William; Inverness; Kirkwall; Lerwick; Lochmaddy; Oban; Portree; Rothesay; Stornoway; Tain; and Wick.

The number of incidents reported in relation to motivating characteristic and to area vary over the years quoted above, with both increases and decreases evident. This is also true of longer terms trends. Since the aim is to increase reporting in the short term, to address current under-reporting of incidents, statistical analysis may not be the best indicator of progress.

The Highland Council's Citizens' Panel Performance and Attitudes Survey 2017-18 shows that:

- when asked about awareness of the impact that hate incidents or crimes have on people in Highland, 77.7% said they were aware (72.7% in 2016/17) with 22.3% saying they were not aware (27.3% in 2016/17)

- when asked if people would rather live in a place with lots of different kinds of people or where most people are similar to you, 58.7% of respondents answered - with lots of different people (52.5% in 2016/17). In comparison 69.3% of younger people held this view (62.8% in 2016/17), indicating that younger people are more likely to have a positive view of living in a diverse community.

i. raising awareness of the Hate Free Highland campaign

A refresh of materials is planned, aligning the Hate Free Highland information with wider Police Scotland promotional activity. Materials have been distributed at a range of events such as the first Proud Ness parade in October 2018 (*Figure 7*), which attracted around 3000 participants.



Figure 7: Pride Ness October 2018

ii. increasing the capability of third party reporting agencies

It is widely recognised that victims or witnesses of incidents motivated by prejudice may prefer to report the incident in an organisation they are familiar with. Staff within a range of Third Party Reporting Centres (TPRCs) are trained to assist people to submit a report.

HIE participated in pilot training delivered by Police Scotland in December 2017. Training was subsequently provided in August 2018 to TPRCs on how to engage individuals wishing to report an incident, and on how to submit a report. This acted as a refresher for existing centres and an opportunity to recruit new agencies.

Further training will be provided outwith the Inverness area to increase the reach of the reporting.

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

HIE's outcome to grow the working age population will develop as the Fairer Scotland Duty is embedded in Scotland. It is based on a holistic principle to find solutions to local economic, social and environmental needs and aspirations and which also sustain vibrant and inclusive communities. This will include working with partners through community planning and through delivery of city / region deals to support a growing and skilled economy

HIE has traditionally taken a place-based approach to prioritising interventions and impact. For example, a project to increase power generating capacity on Fair Isle sits within the context of wider regeneration of the island. This has resulted from HIE's long term engagement alongside facilitation of community-led development planning, improvements in transport and in digital connectivity. Our overall aim is to attract and retain new islanders, providing people with opportunities to thrive and capitalise on the Island's natural assets, tourism opportunities, and to build on earlier HIE investment in the Bird Observatory.

Our approach to talent retention and attraction includes providing a regional perspective as well as supporting community planning partners to undertake local activity. A focus on infrastructure investment ensures the development of community infrastructure which both attracts and retains a working age population across and within the region. This includes supporting childcare as part of community infrastructure to meet the needs of the younger member of our communities as well as increasing parental employment, as set out below.

Supporting social enterprise in a rural community – Pairc Nursery



Figure 8: Pairc Playgroup, Kershader, Isle of Lewis - meeting community needs

HIE's engagement in a pilot project to extend childcare provision in a rural community in the Outer Hebrides is proving a huge success. The project is supported by and Muaitheabhal Community Wind Farm Trust (MCWFT) – an organisation operating a community benefit fund to secure long term benefits the South Lochs and North Harris community.

The service had responded to a request from parents and applied for a variation to provide all day care for children in the community which would allow parents to attend full time employment. This includes wrap-around care, greater availability of hours, a wider age range of children catered for and widening the type of activities offered.

Twenty-four children are now registered and five people are employed at Pairc Playgroup. As a community run social enterprise established in 2001, the playgroup previously offered limited childcare hours leaving residents with no nursery option in the local community.

“Feedback from parents has been hugely supportive and encouraging and the playgroup is in a unique position to be able to capitalise on the demand for childcare.... This project supports local community development through employment opportunities and could stimulate local employment with local business start-ups. Our area is being talked about far and wide and families are interested in what we are doing and in the possibility of moving to the area.”

Helen Sandison, Chair of the Pairc Playgroup

“MCWFT are proud to be supporting this project. “This is a fine example of the innovative and proactive projects the Trust aims to support, tackling the main issues in our community of retaining our population, encouraging families to live here, as well as supporting local job opportunities.”

Muaitheabhal Community Wind Farm Trust spokesperson

By the second year of the project the number of children attending increased from an average of 25 per week to 32 per week. The main increase was in those attending the breakfast club (ages 2-12) and afternoon childcare (ages 2-4) while numbers attending the after-school club (ages 2-12) and Friday all day care (ages 2-4) remained unchanged.

This video shows how Pairc Playgroup is meeting community need:

<https://youtu.be/E5Mnptz3FI1>



Figure 9: Pairc Playgroup Ministerial Visit

Availability of nursery provision is identified in the community plan as a key component of a resilient local economy and a potential contributor to population growth and a more balanced demographic.

HIE’s support of the project aims to establish whether a social enterprise can maintain a viable nursery service in a remote rural community. We also want to investigate the impact of adequate and easily accessible childcare on the stability of small, rural communities and on population and whether, as a result, more people, particularly women, are able to participate in the workplace. At the end of the pilot a report on the project will be made available to others seeking to set up similar facilities through a social enterprise model.

4. MAINSTREAMING EQUALITY ACROSS HIE

a) Identifying strategic opportunities for impact

Strategic link between equality and inclusive growth

HIE's Equality and Diversity Framework sets out our strategic approach and our commitment to increasing the inclusive elements of growth in everything we do.

Inclusive growth reflects the inter-relationship between productivity, people and place as a way to create a strong, vibrant and diverse economy across the Highlands and Islands. All parts of our region and all sections of society should benefit from and contribute to increased prosperity.

This includes considering, with our partners, how we develop infrastructure which supports vibrant and inclusive communities. For example, supporting the development of a sustainable, rural model of childcare provision supports parental labour market participation, tackles occupational segregation, and helps sustain rural school rolls, as set out in our Fairer Scotland Duty outcome.

We are currently piloting diagnostic measures and inclusive growth weighting for 2019-20 to ensure that we can monitor and review progress in achieving the inclusive elements of growth.

Partnership working

Working with national and local partners makes sure that we remain well informed about and fully engaged in both national and local thinking.

We work closely with the Scottish Government, contributing to a range of public consultations (board gender representation, gender pay gap, socio-economic duty and public sector employment of disabled people) as well as contributing to the Scottish Parliament's Economy, Jobs and Fair Work Committee inquiry on the gender pay gap.

HIE is a member of the NDPB Equality Forum and, since 2017, has led a working group to identify how NDPBs can work effectively with the Scottish Government and the Equality and Human Rights Commission (EHRC) to achieve both the spirit and the letter of the Public Sector Equality Duty. Although anonymised, some of the case studies within the EHRC's report "Effectiveness of the PSED Specific Duties in Scotland" (reducing employment inequalities for young people; and supporting women disabled employees through flexibility of work location and working patterns) reflect good practice within HIE.

We work in partnership on City Region deals, such as attending joint training on equality and procurement led by Scottish Government and the EHRC. We developed a joint equality impact assessment with the University of the Highlands and Islands and NHS Highland, sharing insights on the impact on people of the Centre for Health Science II. In addition, we aim to tackle inequalities through community engagement, delivering our responsibilities within the Community Empowerment Act.

In relation to gender equality, HIE is a member of the Action Group delivering the Scottish Government's Women in Enterprise Framework, which aims to reduce the gender gap in entrepreneurship. HIE is also a member of the Close the Gap advisory group, whose purpose is to close the gender pay gap in Scotland.

As a gender working stream member of the Tackling the Gender Technology Gap Together initiative, developed and funded by the Digital Scotland Business Excellence Partnership, we contributed to the development of a [best practice guide for employers](#). This provides support for digital technology employers and helps tackle the gender imbalance in the technology sector.

HIE also contributes to the Circle meetings which feed into the First Minister's National Advisory Group on Women and Girls and will host an event in Inverness in 2019

b) clarifying roles

We need a well-informed workforce to deliver our equality outcomes and increase the inclusive elements of economic growth. We give all HIE employees access to appropriate learning and have developed processes and procedures which guide employees to consider equality and inclusion at relevant stages of activity.

Our induction programme introduces staff to the principles of inclusive growth and our responsibilities under the PSED. All employees have access to a suite of equality and diversity modules online. In May 2018 we engaged Women's Enterprise Scotland to deliver a two-day Business Advisor Gender Balance workshop. This helps account managers and leadership / entrepreneurship programme managers take gender into account when dealing with account managed businesses and when developing or delivering programmes.

c) mainstreaming equality into operational delivery

Due diligence and impact assessment

We are currently refreshing training for account managers on due diligence, which includes considering equality, economic, social and environmental impact holistically. HIE is also currently involved in the Scottish Government-led development of guidance on human rights due diligence which we will integrate within HIE's due diligence processes.

Since 2017 HIE has incorporated the requirements of the Fairer Scotland Duty (socio-economic considerations) in our People Impact Assessment process. This ensures that we take socio-economic disadvantage into account when making decisions of a strategic nature. People Impact Assessments, published on the [HIE website](#), are an important way to continually improve the way we develop and deliver our strategic and day to day activities.

People Impact Assessment

HIE's people impact assessments enable us to identify the potential impact of our interventions and plan ways in which we can maximise positive and mitigate negative impact. An example of an action identified is the gathering, analysis and use of programme participant data by equality characteristics to determine whether we are reaching the full range of people who can benefit from our interventions. Where this is delivered by external providers this is specified in relevant contracts, ensuring they are proportionate with higher levels of monitoring in place for projects that deliver more intensive support.

Procurement contract award and review assesses the extent to which the needs of all people wishing to participate in the project are considered and identifies opportunities to proactively advance equality through project / programme delivery.

Procurement

We encourage those delivering services on our behalf to adopt fair work practices. We include clauses in our tender documentation where relevant and monitor supplier compliance by annual review.

We encourage all suppliers awarded a regulated contract to pay the Scottish Living Wage to people delivering our contracts which is helping reduce inequalities within our region. HIE continues to be an Accredited Living Wage employer. We also promote the Scottish Business Pledge when contacting winning suppliers and reference our support of the Pledge within our tender documentation.

People Impact Assessments are completed by staff when they are relevant to a project or process before going out to tender.

People Impact Assessment Northern Innovation Hub (NIH)

The Northern Innovation Hub helps small and medium enterprises (SMEs) in the Highland Council area improve their businesses through innovation, entrepreneurship and skills support. It delivers innovative projects in Life Sciences, Tourism, Food and Drink and Creative Industries sectors as well as focusing on Young People and Technology.

Anticipated programme impact - young people and women

The project will create more than 500 full time equivalent (FTE) jobs in the area, many of high value, and deliver job placement opportunities to increase people's skills. It will support entrepreneurs to grow their businesses and encourage digital inclusion.



People impact Assessment identified that the programme:

- addresses known demographic imbalances (occupational segregation) in the workforce
- the Life Sciences and “30 under 30” projects will encourage women to become entrepreneurs
- the Coding Academy will help women increase digital skills and job prospects
- will attract and retain young people in the area
- will benefit young people by providing increased employment opportunities, support in growing a business or opportunities to gain important skills
- will provide skills development for groups of people who are under-employed

The assessment also acknowledged a perception that the focus on young people could potentially limit, but will not exclude, opportunities realised by older people.

Anticipated programme impact – place-based and socio-economic advantage

NIH has been designed to address challenges of rurality. Rather than developing a single physical hub in Inverness, it was developed as a dispersed set of projects delivering benefit across the City-Region such as events and workshops at locations across the region, many will use digital components which allow remote access.

Technology Placements will require employers to pay the Living Wage to graduates and students. The programme will improve the economy in Highlands, helping to address the imbalance with the rest of Scotland. It therefore contributes significantly to inclusive growth and addressing socio-economic disadvantage.

Reviewing impact

Actions identified from the assessment included:

- the communications strategy for NIH will ensure programme marketing and engagement activity is broad, considers the audience it will reach, and does not disadvantage people in relation to protected characteristics
- where appropriate participant monitoring information will be gathered. If equality issues are identified marketing and promotion will be adjusted and better targeted to ensure more equal participation as the programme develops
- procurement documents will include award criteria which encourage contractors to consider equality impact and detail how they will address it to ensure all needs are met.

d) base-lining information

We use a range of benchmarking information and research to help us make robust and well-informed decisions. This tells us about the issues facing people in the Highlands and Islands such as the experiences of young people across our region and the gender balance of our account managed businesses and social enterprises. We continue to develop our measurement framework, including the development of inclusive growth and socio-economic measures.

5. HIE AS AN EMPLOYER

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

a) Gender pay gap

HIE’s gender pay gap has consistently reduced since 2007 as set out in *Table 4*. In 2018 the gender pay gap for full time women has remained similar to the 2016 however the gap for part time women has reduced by 4.1%.

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

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 we highlighted a gender pay gap of over 5% in the Executive 2 grade 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 had, however, decreased since HIE’s last gender pay gap review in 2014. In 2018 the gap has now reduced to 3.18%. We expect this figure to continue to decrease with the recent promotion of women to senior positions across the organisation.

Due to the increase in flexible working there are now four part-time male employees. This allows us to do analysis of the salaries of part time women compared to part time men. This shows us that there is currently a mean gender pay gap of 21.88%. We expect more male employees to take up flexible working (reducing their hours of work) and that this will help reduce the part time gender pay gap in the future.

Employee category		2007	Feb 2009	Dec 2009	April 2010	Nov 2012	Aug 2014	Aug 2016	Aug 2018
a) Full time (FT women / FT men)	Mean	23.9%	24.82%	21.86%	21.81%	18.25%	14.72%	11.27%	11.49%
	Median	n/a	n/a	22.02%	13.68%	23.33%	14.62%	9.75%	0%
b) Part time (PT women / PT men)	Mean	n/a	n/a	n/a	n/a	n/a	n/a	n/a	21.88%
	Median	n/a	n/a	n/a	n/a	n/a	n/a	n/a	29.50%
c) Part time (PT women / FT men)	Mean	33.36%	30.74%	26.58%	24.41%	24.95%	23.73%	25.32%	21.22%
	Median	n/a	n/a	22.02%	13.67%	23.33%	23.33%	23.33%	22.58%
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%	14.35%
	Median	n/a	n/a	19.81%	13.67%	23.33%	23.33%	12.18%	4.87%

Table 4: HIE gender pay gap since 2007

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

The table below shows the extent of the gender pay gap by grade and by full time and part time working between 2010 and 2018 (*Table 5*). The reduction in colour intensity over time demonstrates that there are now fewer gaps of 5% or over.

Grade	Gender pay gap (mean)									
	2010		2012		2014		2016		2018	
	FT	PT	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%	0.40%	1.60%
C	5.47%	7.32%	1.75%		3.37%	1.94%	1.73%	5.24%	1.44%	5.40%
D	2.32%	3.29%	2.56%	2.86%	1.84%	3.34%	0.19%	3.03%	0.94%	4.10%
E	0.47%	4.11%	0.99%	2.09%	0.08%	4.38%	1.04%	1.19%	1.43%	2.05%
F	4.93%	4.43%	0.95%		3.43%	0.84%	1.14%	3.52%	0.56%	1.70%
Executive 1	5.70%		6.09%		1.56%		4.84%		1.12%	0.56%
Executive 2	6.68%				12.31%		7.29%		3.18%	
Director			6.45%				4.92%		4.86%	
Total	21.81%	24.41%	18.25%	24.95%	14.72%	23.72%	11.27%	25.32%	11.49%	21.22%

Table 5: HIE’s gender pay gap by grade

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

(b) occupational segregation – gender, race and disability

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 and, although few in number, are represented across HIE’s grades and in job roles across most business units.

Gender – Vertical Segregation

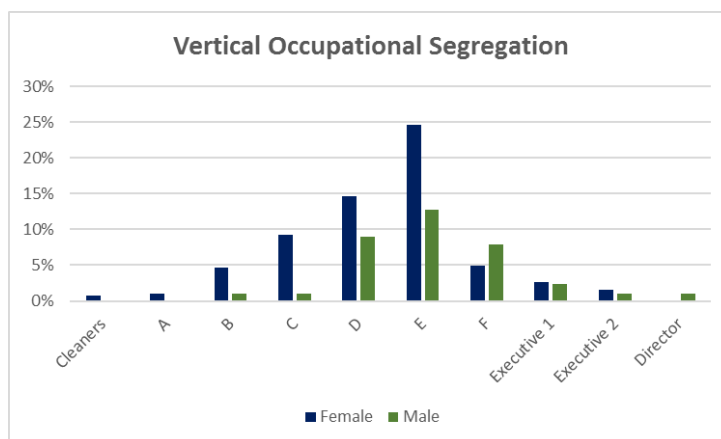


Figure 10: Vertical occupational segregation by grade

HIE’s gender pay gap primarily reflects a pattern of vertical occupational segregation as illustrated in *Figure 10*. Women, particularly those working part time, are disproportionately represented at lower and middle grades (grades cleaner to Grade E). Since 2014 the proportions of both men and women in the lower and middles grades remain relatively unchanged. In 2018 85% of women were in these grades (65% of men).

Gender – Horizontal Segregation

Horizontal Occupational Segregation																			
Grade	Area Office		Business and Sector Development		Business Improvement and Internal Audit		Chief Executive Office		Finance and Corporate Services		Human Resources		Regional Development		Strengthening Communities		Total		
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male			
Cleaner	*																*		
A	*		*						*								*		
B	*				*				*	*	*		*		*		17		
C	*		*	*			*		*	*	*		*		*		31		
D		19	11	10	*	*			*	*	*		*	*	*	*	71		
E		26	15	15	10	*	*		*	*	*		20	*	*	*	114		
F		*	*	*	*	*			*	*	*	*	*	*	*	*	39		
Executive 1	*	*	*	*									*	*	*		15		
Executive 2	*	*		*	*						*						*		
Director				*						*			*			*	*		
CE							*										*		
Total		61	35	42	22	10	*	*		20	14	*	*		33	22	23	10	306

Table 6: Horizontal occupational segregation by business unit

Table 6 shows horizontal occupational segregation – 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 64% women and 36% men, women continue to be slightly over represented in support functions at 73% female and 27% male. In Finance and Corporate Services women represent 59% which is slightly lower than the proportion of women across the workforce. Men and women continue to be proportionately represented in HIE’s customer facing roles (Area Offices) at 64% female and 36% male.

Race

The previous trend of a reduction in the proportion of white Scottish continues with 61% now identifying in this category. Other white groups now represent 2.3% of the workforce however the numbers remain too low to publish these by grade or business unit. There are no BME employees. Our analysis shows that there are no areas of concern around vertical or horizontal segregation for these groups.

Disability

As at 31st March 2019, the number of HIE employees identifying as having a disability is 1% (which is similar to 2017). The figures have not been published 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.

(C) using employee monitoring 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.

Our inclusive working environment is enhanced by flexible working. We have a suite of family friendly and flexible working policies backed up by practical support, tools, facilities and resources to help all our employees balance the demands of work and home, whether that's for childcare, foster care, eldercare, to meet the needs of young people, our employees who are pre-retirement, or flexibility to support, for example, community volunteering.

Our special leave and flexible working policies have been reviewed to ensure they reflect a variety of individual needs, e.g. to support parents with disabled children, or dependents going through specialist treatment or therapy, or long term or complex domestic needs. Our Staff Forum is a key route for helping us consult and communicate on policies e.g. recently this has included encouraging breastfeeding, raising awareness of support for carers including paid leave to explore and access caring resources.

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

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

- **Family Friendly Flexible Working**



The HIE workforce, two thirds of whom are female, is dispersed across the region, from Shetland to Argyll and from the Outer Hebrides to Moray. Agile and flexible working is therefore essential in talent attraction and retention.

We aim to help staff achieve an optimum balance between work and home life, and to have workplace policies, ways of working and benefits in place to support this. Improving employees' ability to handle pressure and to balance work and home

life ultimately lead to improved individual and organisational performance. Our employees appreciate HIE's family friendly culture and support for flexible working which

comes through as a strong and consistent finding in staff surveys and assessments over a number of years.

33% of employees are currently employed on flexible working arrangements where they either work on a part time basis or work condensed hours. Local flexibility to balance work and domestic commitments are supported by managers and working from home on a flexible basis is encouraged where operationally possible.

Maternity and adoptive leave was increased last year to 27 weeks full contractual maternity/adoption pay, we also offer 10 paid Keeping in Touch days to allow a member of staff to maintain contact, if they wish, while on leave.

We offer paid special leave to balance the demands of domestic and work responsibilities, particularly for short-term urgent or unforeseen need e.g. if childminding arrangements break down unexpectedly. Leave requests to address long-term or complex domestic/family needs are considered sympathetically. Within our special leave policy we have recently increased the number of paid days available for staff to support volunteering and public duties such as Children’s Panel.



Before advertising any new post or backfill position, consideration must now be given as to whether the post can be filled on a flexible basis or carried out from any office location across the HIE area. With our focus on new ways of working and the adoption of a no fixed desks policy and Skype technology, flexible working is possible for all HIE staff. Regardless of where staff are based they have remote access to all our network

systems with use of shared screens and video conferencing from their laptops. Widespread use is made of this technology to work collaboratively through knowledge sharing webinar events. This means that staff based in more remote locations are not disadvantaged, and also in some instances removes the necessity to travel and incur overnight stays away from home.

- **Supporting Carers in the workplace**



We recognise the variety of caring responsibilities which are held by our staff and want to ensure we have the necessary support in place to allow staff to balance the demands of work and home.

Carers' needs are different from the needs of employees with mainstream childcare responsibilities. Caring can be unpredictable and emotionally upsetting. An employee may acquire caring responsibilities overnight, for example where the employee's parent has a stroke, or caring responsibilities may develop over time, for example where the employee's partner has a debilitating long-term health condition.

Following extensive consultation, our Carers policy was introduced to emphasise HIE's commitment to supporting the specific needs of carers in the workplace. Our policy sets out the range of services available to help support carers combine work with care. This includes a carers champion based within the HR team, private time/space to make/receive calls in connection with caring responsibilities, car parking space close to the workplace to get to and from work more easily, signposting to information about

external sources of support for carers as well as practical issues and establishment of a Carers' register and passport. In support of any HIE employees with caring responsibilities, employees can access one day's paid special leave in a rolling 1-year period to undertake research into and to access support resources for carers.

We support a variety of different types of flexible working to support the specific needs of carers which can be on a temporary or longer terms basis, including: flexitime, flexible starting and finishing times, flexible work location, ability to work from home on a flexible basis, part-time working, job-sharing, condensed hours, changes of work pattern, duties or business travel, also flexible leave arrangements. We also recognise that there could be immediate unexpected demands that carers may need to deal with at short notice and we work with carers, their managers and colleagues to make contingency arrangements around this.

- **Pregnancy and Maternity**



We want to provide a supportive environment for those who wish to maintain their breastfeeding journey after they return to work. We know from the Scottish Maternal and Infant Nutrition Survey (2017) that 75% of mums in Scotland give up breastfeeding before they want to, and as a result recognise that breastfeeding can be challenging for mothers returning to work after a period of maternity leave. Through the HIE Breastfeeding Peer Support Network, this issue has been raised through the Staff Forum and support put in place review our policy guidance and the provision of workplace support and resources.

The Peer Support Network has been instrumental in helping develop our organisational approach. There is a core group of informal breastfeeding contacts across HIE (as mums that want to support others) to provide peer support to discuss specific issues or queries and signpost to useful information.

HIE supports employees returning to work from maternity leave in accommodating work patterns meet employee's work life aspirations where possible.

- **Support for fathers**

Three week's paid occupational leave, either taken in one period or in one-week blocks, is currently available for fathers to be taken around the time of the birth of a child or on adoption. We are currently reviewing this provision with a view to further increasing the entitlement to provide more support for new fathers. Over the course of the last year a number of flexible working requests from fathers have been accommodated.

- **Developing the young workforce**



Participating in the Year of Young People 2018 was a key opportunity not only to celebrate and build on our approach to developing the young workforce but also to promote our organisation as an exemplar employer in this area.

Within the national strategic context there have been huge opportunities for HIE as an employer to demonstrate a meaningful contribution to developing the young workforce. From a low base we have seen an increase in the numbers of young people we employ aged 30 and under, as well as success in developing and retaining younger staff within the workforce.

This success has been delivered by proactively targeting a range of approaches to attract, retain and develop young people which have focused mainly on the:

- Development of HIE's in-house graduate placement programme and promoting HIE as a local employer of choice for young people
- Employment and training of Modern Apprentices
- Provision of short term placements/internships
- Provision of development opportunities focused on the needs of young people and staff in the early stages of their career with HIE, e.g. Young Scotland Programme
- 100% financial support for further education/professional qualifications
- Achievement of Investors in Young People (IiYP) Gold recognition and contribution to the development of the IiYP maturity model with IiP Scotland
- Commitment to the Scottish Government's Social Impact Pledge and implementation of targeted action on young people
- Contributing at a national level to the Developing the Young Workforce employers representative group.
- Contribution to the development of the Work Placement Standard for Colleges



Since 2012/3 we have recruited a cohort of graduate placements each year, of which some have gone on to be successful in securing an on-going employment opportunity with HIE, or returning to HIE's employment later. We aim to fill all entry level administrative vacancies with Grade A Modern Apprentices and on successful completion of the SVQ qualification consider

their appointment to a substantive post at Grade B.

Although there has been a slight decrease in the number of younger staff we currently employ we have been successful in developing and retaining younger staff. A number of current staff who initially started with us as graduate placements or Modern Apprentices have secured promoted appointments and have gone on to develop their careers within HIE.

Most young people rate work-life balance (74%) and supporting staff development and training (76%), as very important to them.

As part of HIE's commitment to support all staff in the early years of their career, and not just graduates and Modern Apprentices, we offer an annual opportunity for staff to apply for the Young Scotland Programme (YSP). Over the past 7 years 17 staff have attended this prestigious residential programme where delegates from a range of sectors and organisations come together to participate in group discussions and debates as well as

attending presentations given by speakers from a number of industry sectors. Delegates prepare and present a paper on a subject of their choice; the winner being awarded the title of “Scotland Young Thinker of the Year”. Year on year, the number and quality of applications have increased. In the last two years HIE has won the Scotland Young Thinker of the Year Award and been part of the winning team in the group presentation round.

From Fiona MacDonald, Programme Director, Young Scotland Programme:

“Having taken the winner and runner-up titles last year and winner and highly commended this year, you do seem to have an exceptional group of young people working for HIE. It seems the Highlands and islands are in good hands!”

- **Age Inclusive workforce**



Within HIE we are always keen to look at how we can support a range of flexible working options to help us recruit, develop and retain a high performing workforce. As well as options to support working families, carers and young people throughout their working life as individual needs change, we are also very aware of the different needs of our older employees as they plan their eventual retirement.

With an aging workforce we need to retain key skills, knowledge and experience while also facilitating a range of flexible options and a phased approach on the run up to retirement. Having the ability to retain valuable knowledge, skills and expertise by offering a flexible approach to phased retirement and planning for succession is critical. This is the focus of current work on "planning for your flexible future" while also exploring differing work styles/expectations across inter-generational groups.

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

A series of workshop sessions, entitled ‘*Millennials are from Mars – Managers are from Venus*’, have been run which focused on the ‘generation gap’ and explored the differing work-styles associated across ‘Baby Boomers’, ‘Gen X’, ‘Millennials’ and ‘Gen Z’ in the context of HIE. Run in conjunction with Project Scotland, these workshops helped raise awareness of the changing expectations of employees and the implications for our workplace. HIE has a workforce spanning all four age groups and the workshops sparked excellent ideas for working across generations and meeting the expectations of our employees, especially for recruiting and developing the talent we need for the future.

There was also an opportunity to explore what HIE is like to work for (in the context of developing our workforce) to make sure that what we say we do, and what we actually do as an organisation is fully aligned.

- **Disability Equality Outcome**



The low number of disabled employees is a particular area of focus. We continue to explore the experiences of employees in more depth particularly in relation to disability. HIE is recognised as a Disability Confident employer and as such as reached the 2nd level of the Government's Disability Confident Scheme. HIE has

therefore demonstrated that it has met all core criteria associated with the "themes" of the level 2 standard. We are currently reviewing the criteria associated with the next and top level of the scheme – Disability Confident Leader – with a view to seeking accreditation in due course.

As well as meeting the specific and varied needs of any disabled employees through a range of reasonable adjustments, we have also considered the needs of employees caring for disabled dependents. There have been a number of examples where existing employees have acquired caring responsibilities while in our employment. This has included the care of disabled children where a range of flexible working arrangements have been put in place and time off agreed to cope with treatment and therapy. In one case as our member of staff was island based and their child needed treatment on the mainland and this involved remote working.

In July 2018 HIE was invited to take part in a parliamentary roundtable discussion hosted by Sir Ed Davey MP to mark the launch of the Working Families report '*Off Balance – the parents of disabled children and paid work*' to which we had contributed case study examples of best practice. The roundtable involved politicians, policy-makers, employers and parents of disabled children themselves to help influence recommendations around labour market reform, childcare and public services.

- **Employee monitoring information**



An ongoing programme of system upgrades and improvements have been made to our key HR digital systems for employee data and performance review and development planning (OpenHR and Halogen) to introduce better self-service functionality for all employees, as well as dashboard information for better management information and equality and diversity reporting.

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

APPENDIX A – HIE EMPLOYEE INFORMATION

HIGHLANDS AND ISLANDS ENTERPRISE DIVERSITY AND INCLUSION MONITORING 2019

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4. Recruitment, New Starts and Leavers

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.

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

2. IDENTIFIED GAPS IN REPORTING

- From 1st April 2012, HIE introduced self-service functionality to its HR system to allow all staff access to a range of their personal data and allowing ability to directly update a range of pre-defined information, including equalities.

- On 1st April 2018 HIE launched further self-service functionality when introducing its updated HR system to further develop reporting functionality. Over the last year HIE has encouraged employees to refresh and regularly update their personal information.
- Following the introduction of our updated HR system HIE now has capacity to record data on training completed by employees. During 2019/20 HIE will populate, record and monitor all training completed by staff.
- Our current recruitment system is unable to breakdown equality analysis by internal and external applicants. HIE is planning to review recruitment processes and system capability and reporting functionality between 2019 and 2021.
- There were a small number of capability, disciplinary and grievance issues over the past year therefore the numbers are too small to report upon. HIE continues to monitor capability, disciplinary and grievance policies and processes to ensure they advance equality and eliminate discrimination.
- 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. RESPRESENTATION AT A GLANCE

The following charts provide a visual depiction of Highlands and Islands Enterprise (HIE) as at 31st March 2019 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 31st March 2019, HIE directly employed 301 staff. Chart 1, shows the number of staff split between male (106) and female (195). Our headcount in 2019 is down from 2017 however the gender split remains similar.

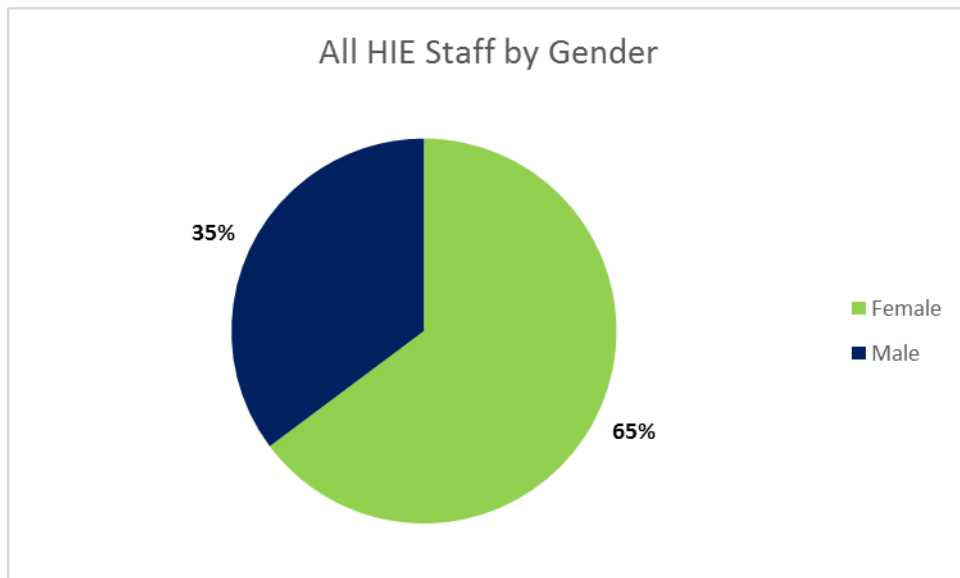


Chart 2: All HIE staff by Age Banding

Chart 2 provides a breakdown of all HIE staff by age banding. The percentage of 16-24 year olds has decreased since 2017 by 2.4%. HIE is currently reviewing its work on developing the young workforce. Further details can be found within the mainstreaming report.

HIE’s workforce is ageing with an average employee age of 47 years in 2019 (45 years in 2017). Age bands 45-54, 55-64 and 65+ have all increased since 2017.

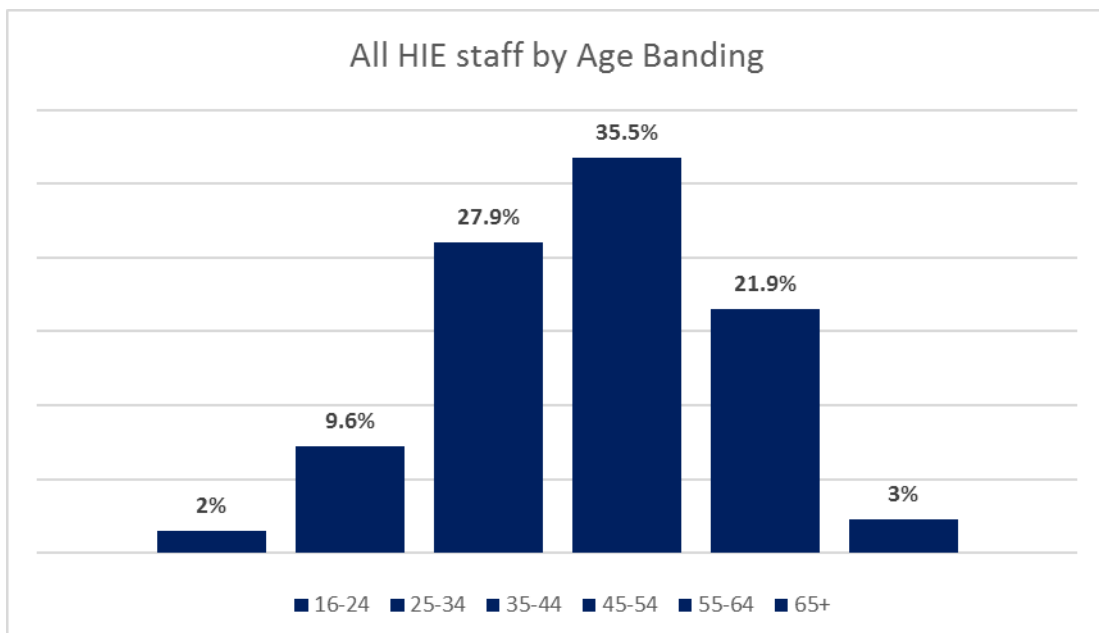
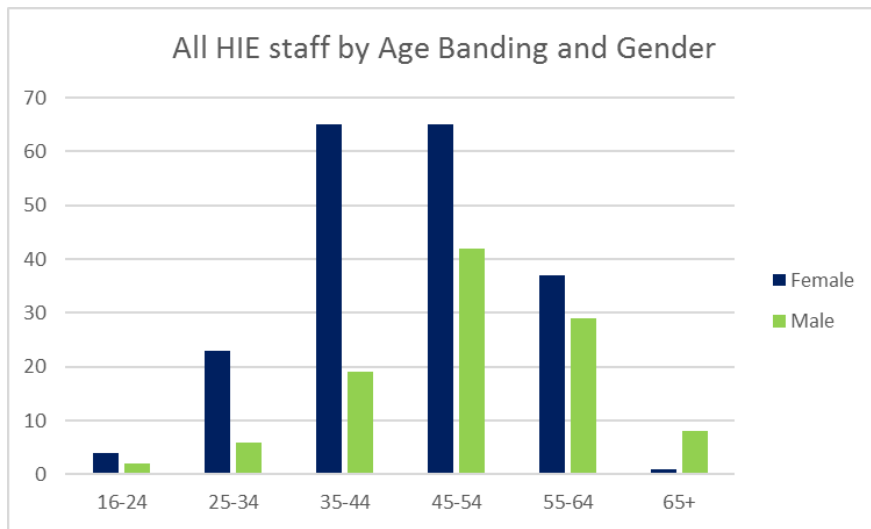


Chart 3: All HIE staff by Age Banding and Gender

Chart 3 below shows the number of HIE staff by age banding and further split by gender.



The average age of HIE staff has risen in recent years to 47 in 2019. Previously:

- 42 in 2006
- 43 in 2009
- 45 in 2015
- 45 in 2017

Chart 4: All HIE staff by Disability

Chart 4 below shows all HIE staff by disability. The graph broadly reflects the 2017 data in relation to those declaring a disability. If an employee has not completed the disability field, HIE has assumed they do not have a disability to declare. HIE is currently working through the Disability Confident Scheme recommendations to review how disability data is recorded and monitored.

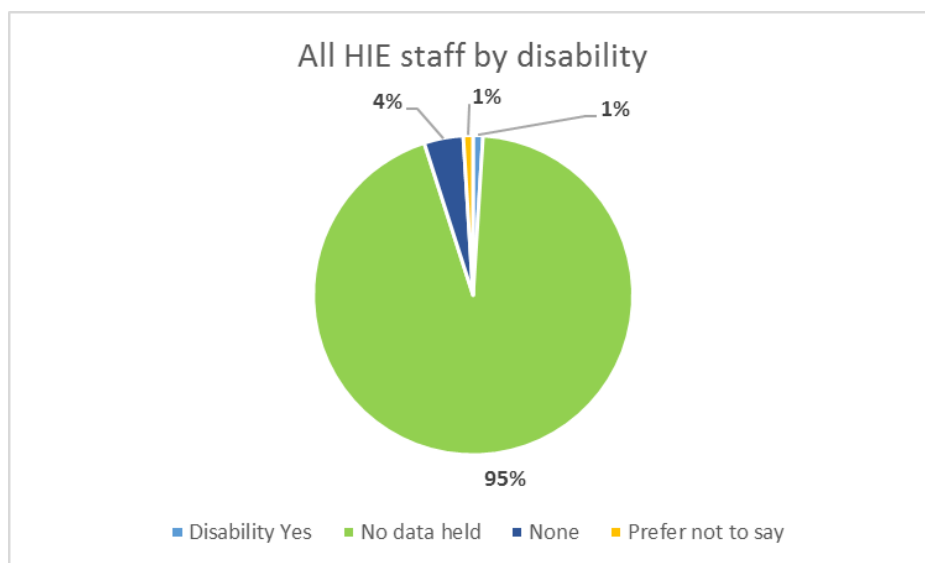


Chart 5: All HIE staff by Race and Ethnic Origin

Chart 5 below shows that HIE’s data since 2017 remains broadly consistent in relation to race/ethnic origin.

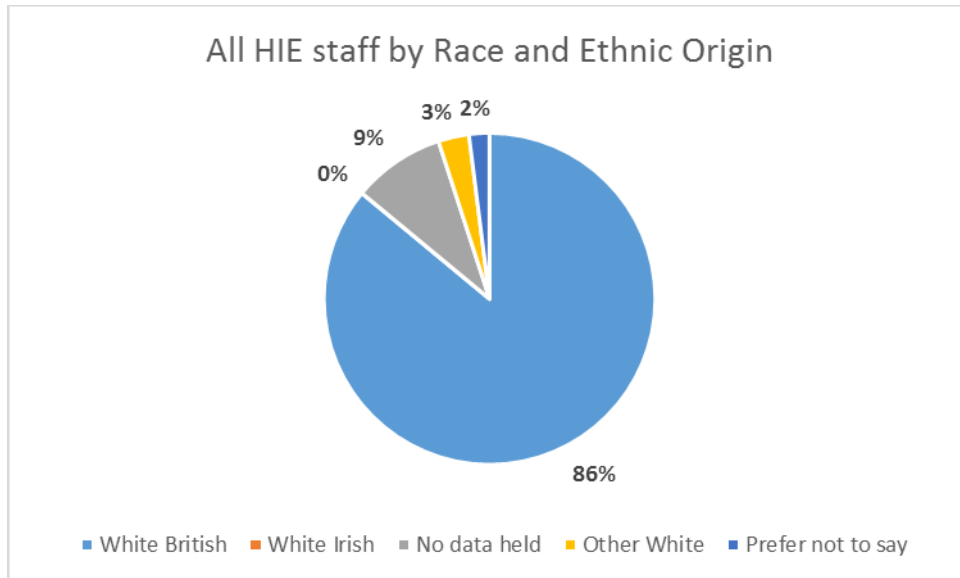


Chart 6: All HIE staff by Sexual Orientation

Chart 6 below the proportion of HIE employees identifying as LGBT remains similar to previous years.

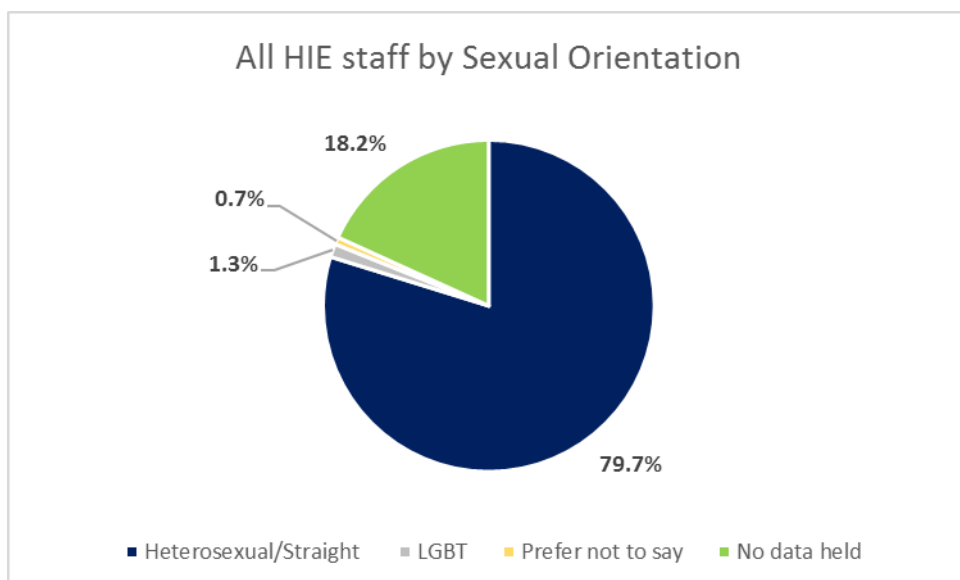


Chart 7: All HIE staff by Religion or Belief

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. Religion or belief proportions remain similar to previous years.

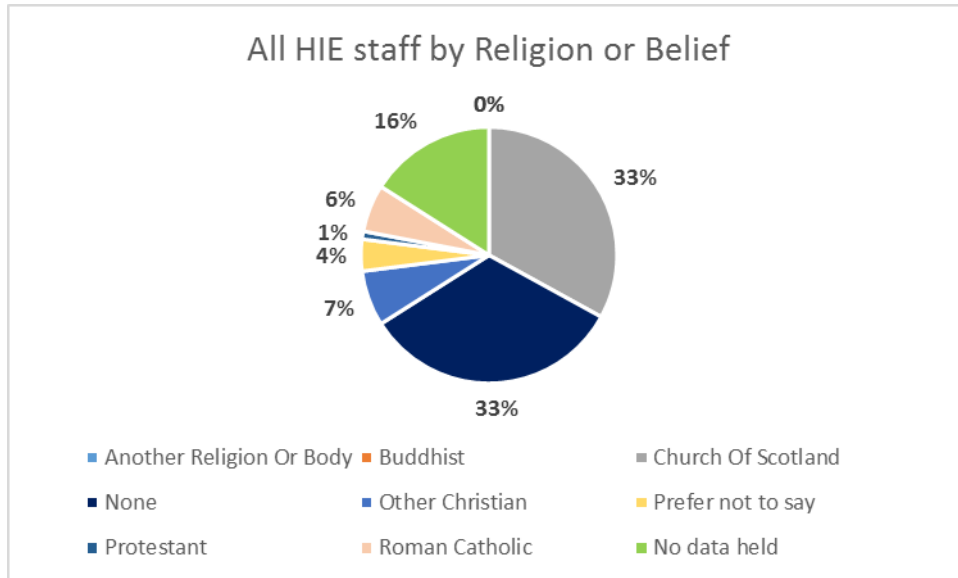


Chart 8: All HIE staff by Marital Status

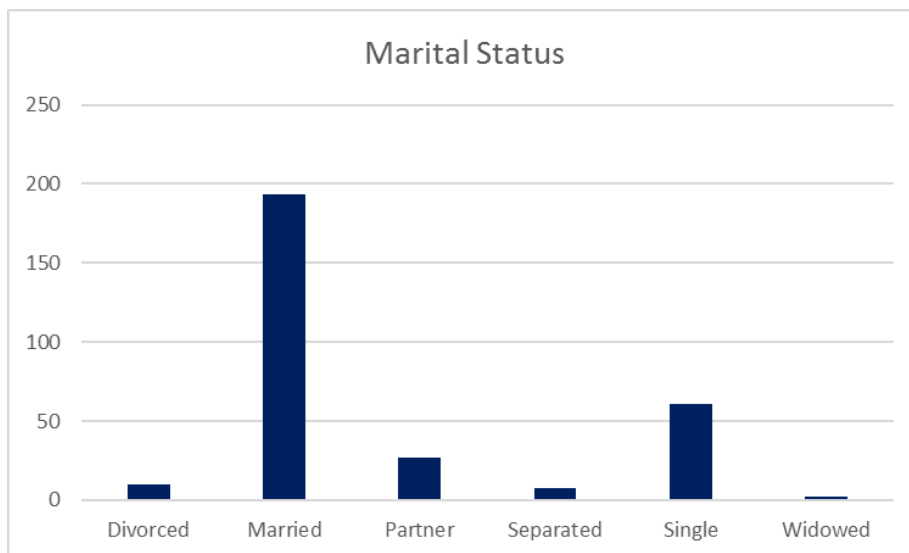


Chart 9: All HIE staff by Work Pattern

Chart 9 below shows that 67% of HIE’s workforce work a standard full-time pattern of 35 hours per week across our normal business hours (Monday to Friday 9am – 5pm).

There has been an increase in part time workers from 18% in 2017 to 21% in 2019.

There has also been an increase in staff working full time compressed / flexible working arrangements from 8% in 2017 to 12% in 2019.

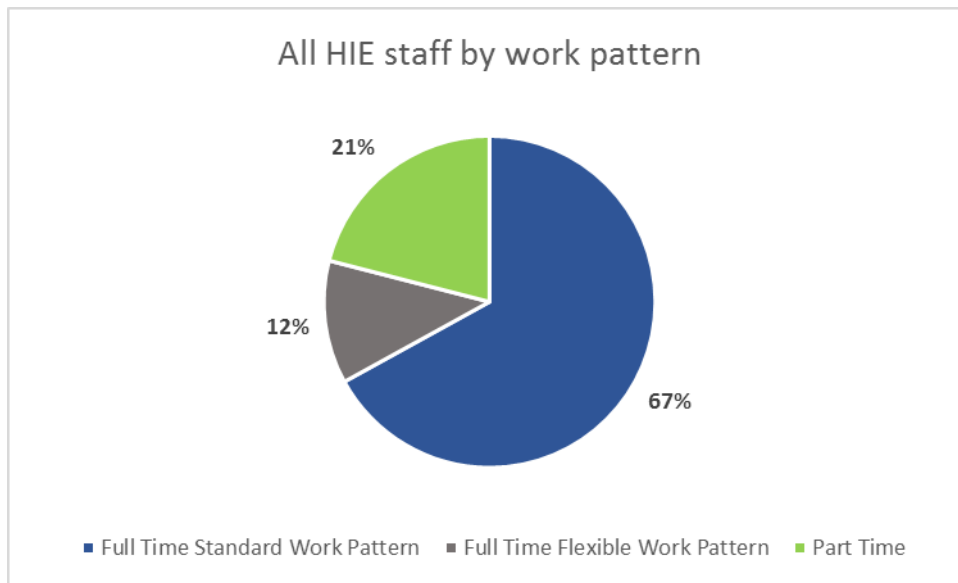


Chart 10: All HIE staff by Grade and Work Pattern

Chart 10 below shows the number of employees working full time, full time compressed/flexible or part time by grade. The number of full time compressed/flexible and part time employees at F and Executive 1 grades have increased since 2017.

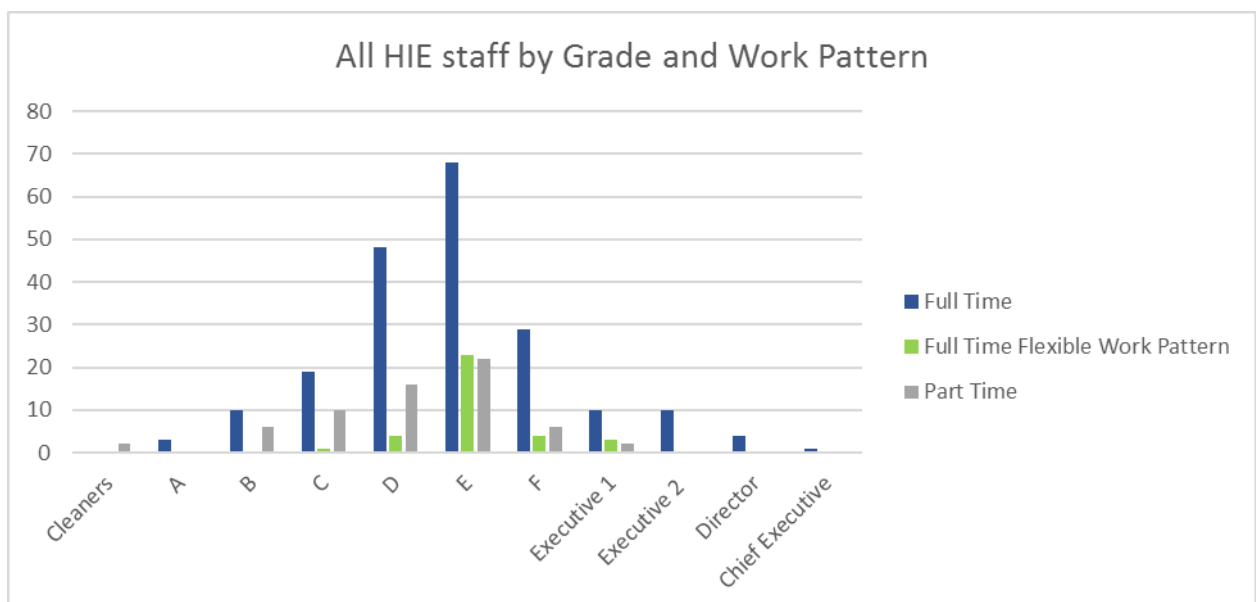


Chart 11: Flexible working requests received

Between 1st April 2017 and 31st March 2019 HIE has received 67 flexible working requests (17 male, 47 female).

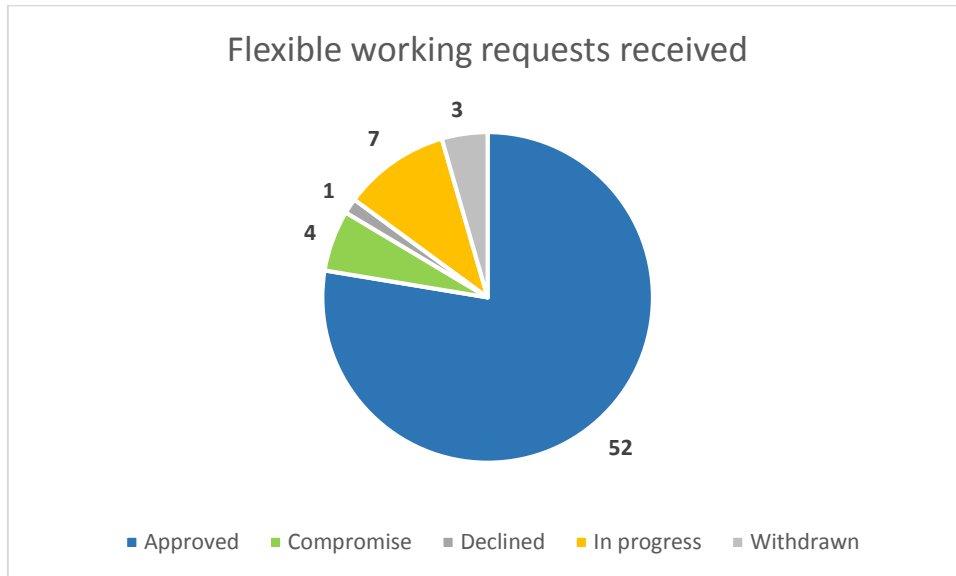


Chart 12: Flexible working requests received by gender

Chart 12 shows flexible working requests split by gender.

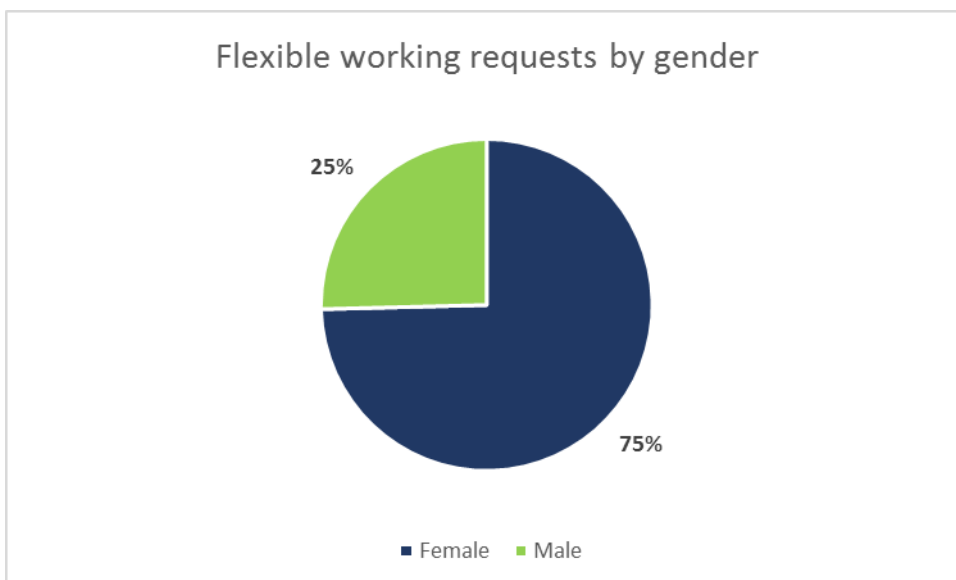


Chart 13: Maternity Leave and return to work arrangements

Between 1st April 2017 and 31st March 2019 17 current HIE employees had a period of maternity leave. The chart below shows the breakdown of those on maternity leave and those who have returned to work.

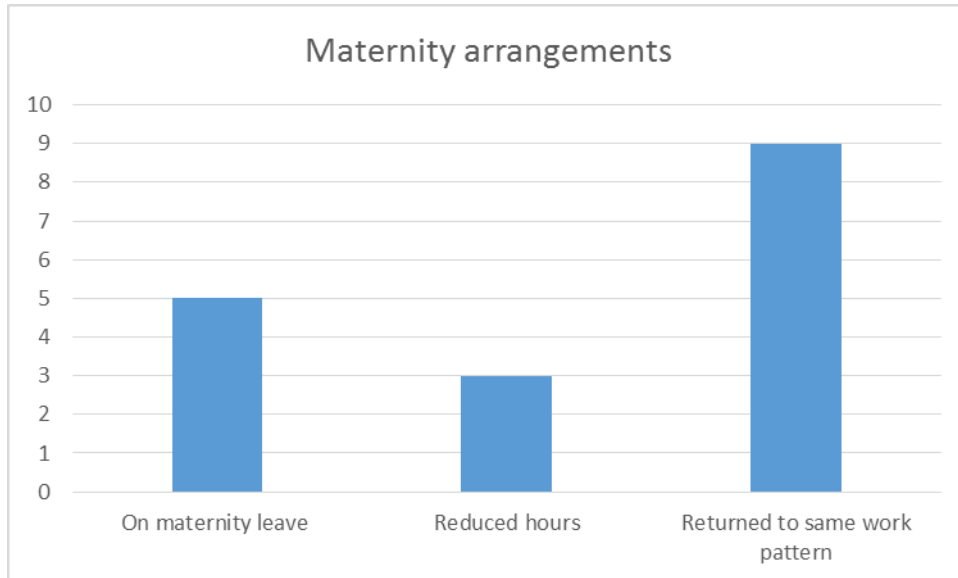
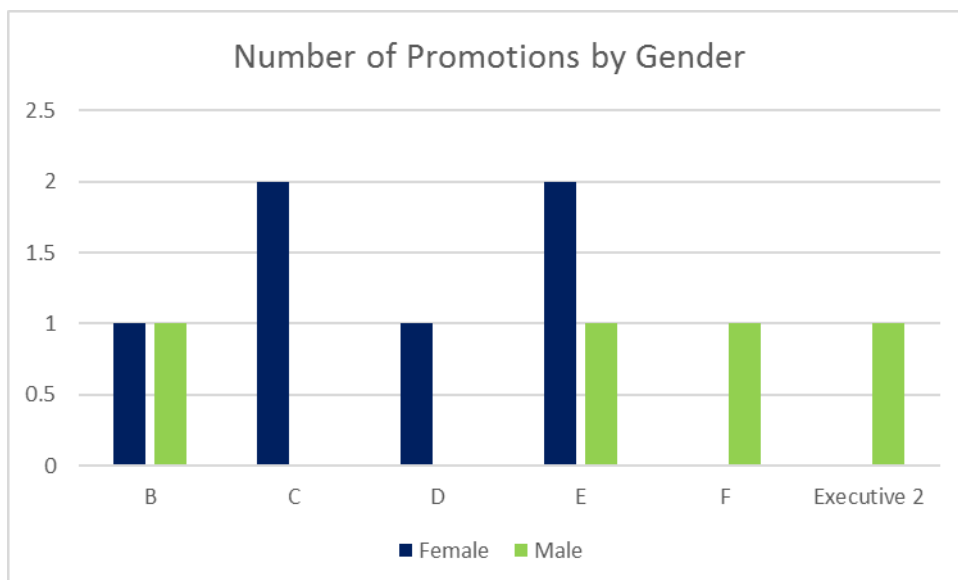


Chart 14: All HIE staff promoted in year by Gender

Between 1st April 2017 and 31st March 2019 HIE had 7 promotions and 3 temporary promotions. The breakdown of promotions by gender is shown below.



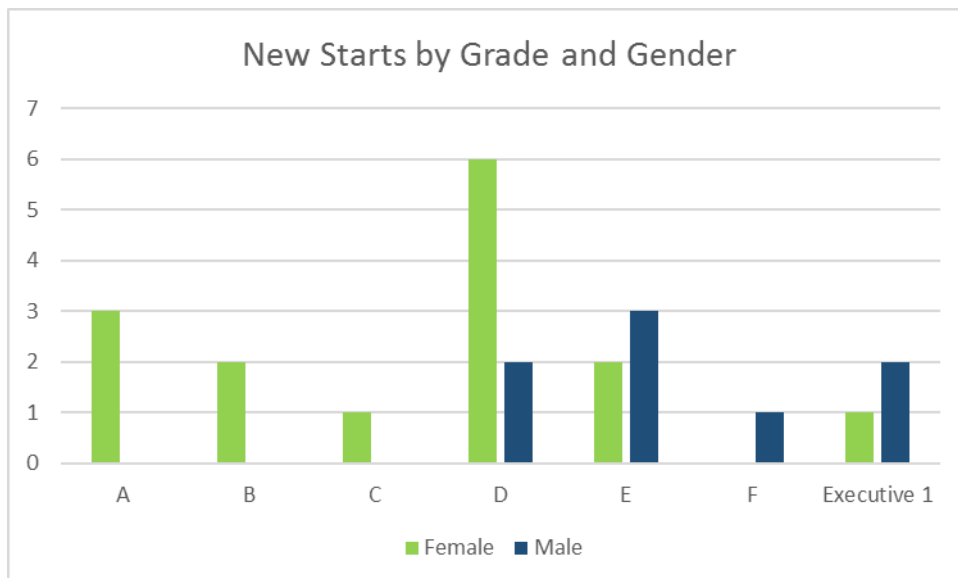
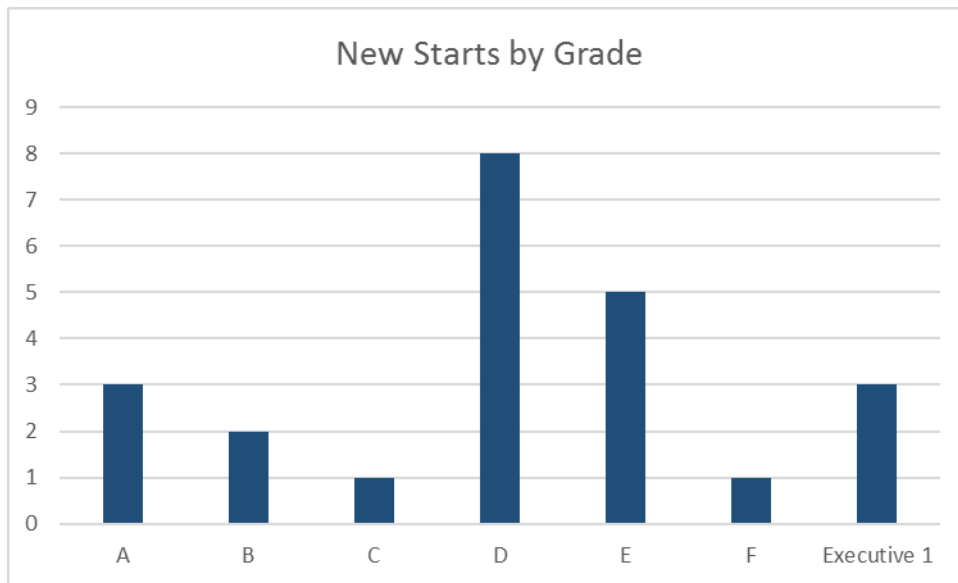
4. NEW STARTS, LEAVERS AND RECRUITMENT

The tables below provide information relating to new starts and leavers to HIE in the year to 31st March 2019.

New starts:

HIE recruited and started 23 new starts between 1st April 2018 and 31st March 2019.

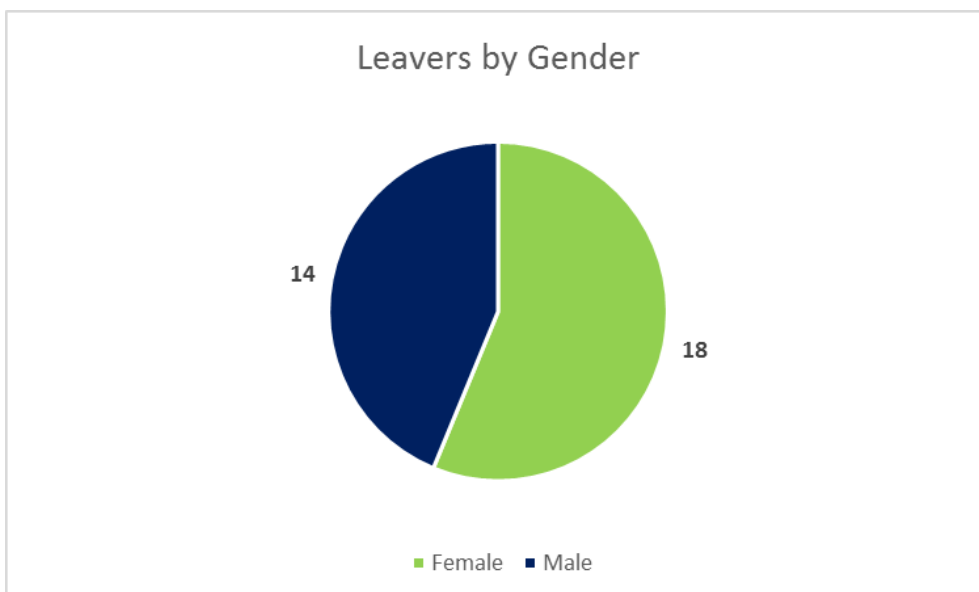
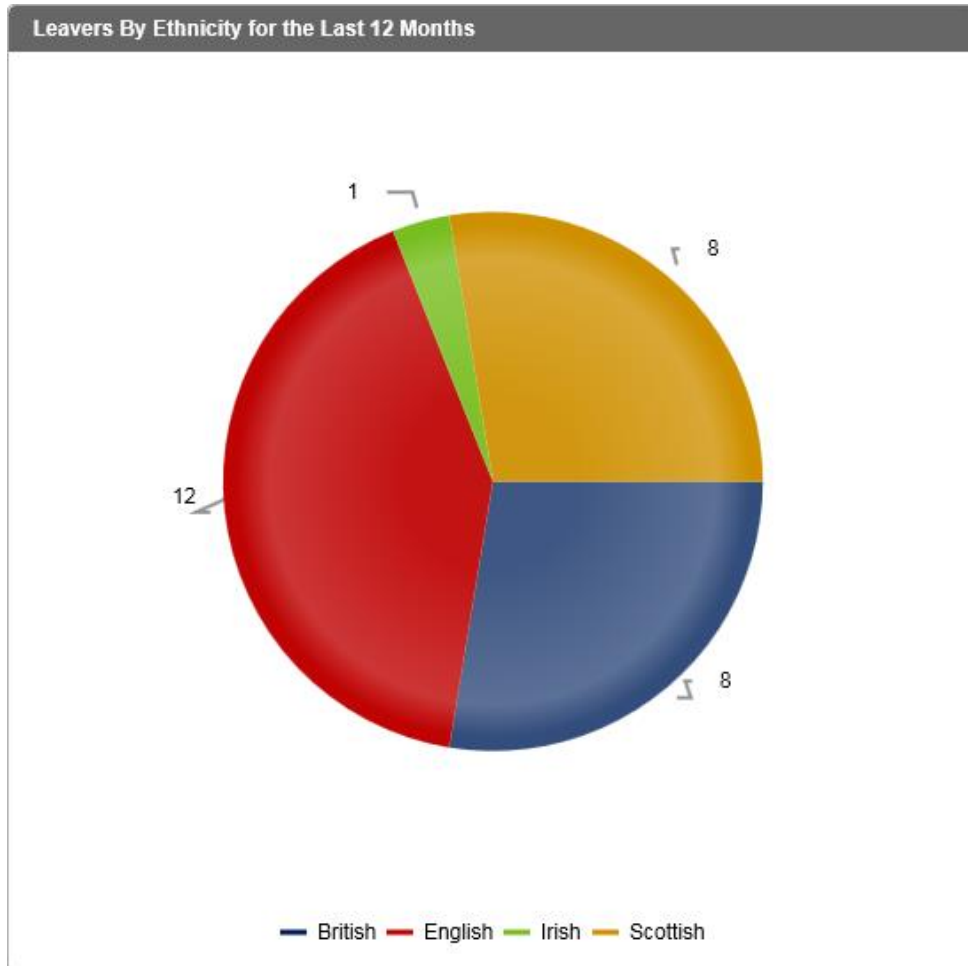
The employee data of all the new starts who remain in post as at 31st March 2019 have been included in the charts above.

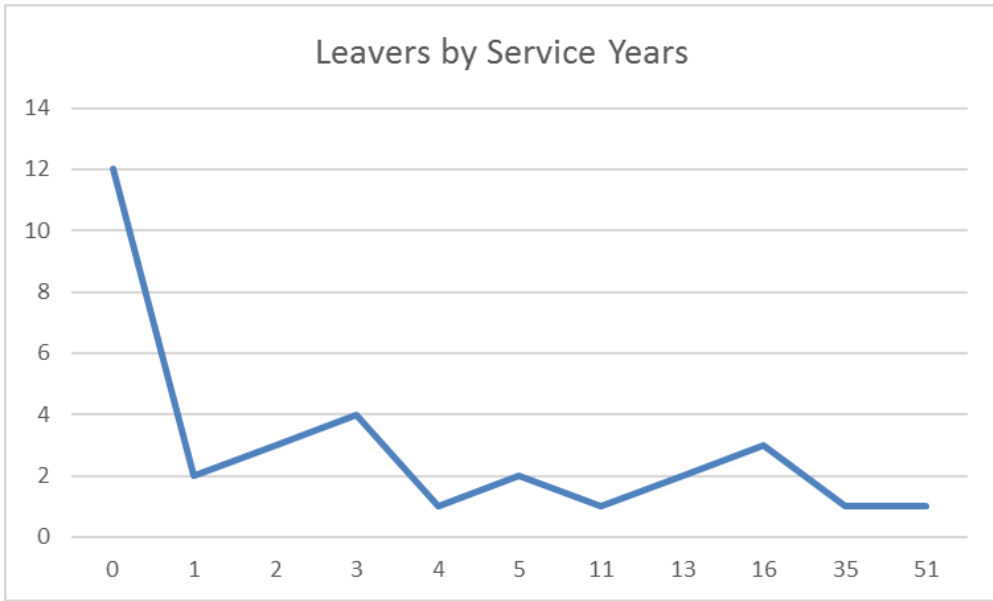
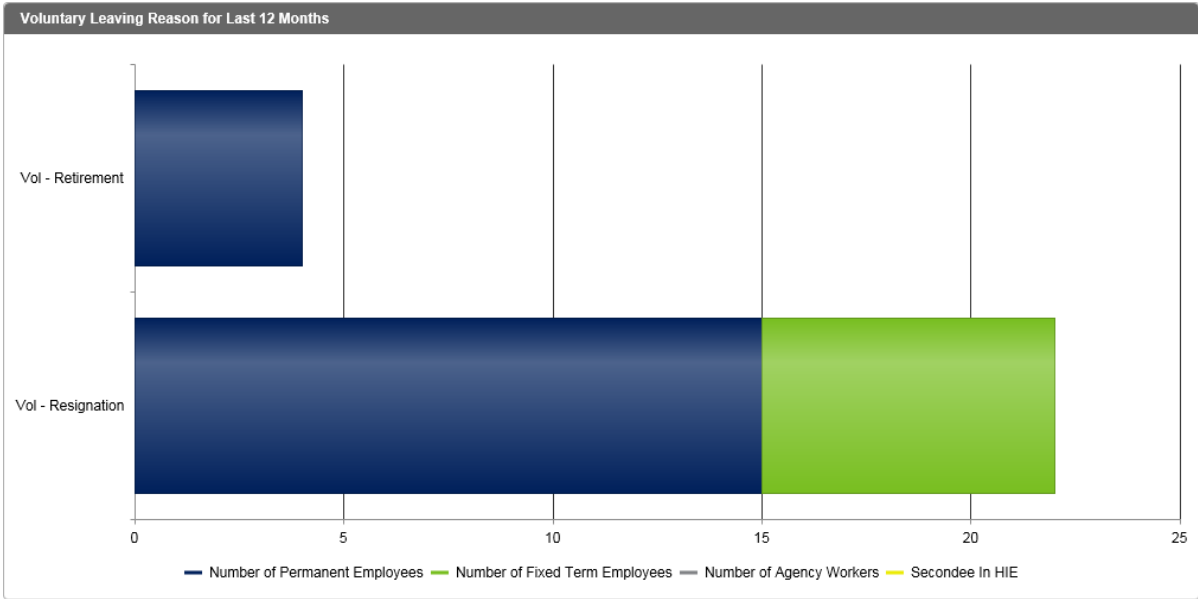


Leavers:

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

During 2018/19 HIE had 32 leavers. Total turnover for the year is 10.6%.





Recruitment:

For the 36 positions advertised in 2018/19, the total number of applications received for the various positions was 547. The following charts provide a breakdown of the applicants and the appointments made (broken down by protected characteristics) for the 547 applicants who chose to complete the equality documentation. Not all candidates chose to complete all questions.

The recruitment and selection data extracted is based on advertised posts with a closing date between 1/4/18 and 31/3/19.

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

