

# Shetland Islands Council – Mainstreaming Report - Employment Data - 2015 / 2016

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## 1.0 Introduction

This section of the Mainstreaming report provides employee information for Shetland Islands Council. It sets out the context, the source of the data, and links to other published information and has been collated taking account of the “Public sector equality duty: Guidance for reporting on gender and employment, equal pay, and occupational segregation” issued by Close the Gap.

In its Workforce Strategy 2016-2020 the Council notes that it will “enable its workforce to recognise and manage diversity appropriately and raise awareness of the benefits of greater diversity in employment that represents the Shetland community”. Improvement activities include reducing occupational segregation by identifying and overcoming barriers.

Shetland Islands Council gathers information on the composition of applications and our workforce, in terms of their protected characteristics i.e., Age; Gender; Disability, Race, Sexual Orientation and Religion. This monitoring shows us how our applicants and workforce is made up across the Council.

We gather data on the following:

- Job Applicants, and
- Our Workforce

The reason we collect this information is because it helps us in our aim to achieve equality and diversity in our workforce; by recording our current position we can identify action points. We want to have a workforce which reflects the composition of our community. We want to identify any barriers at recruitment, ensure development opportunities are available equally and that we deliver our Equal Pay Action Plan. We are working to improve the data available about our employees and applicants in regard to protected characteristics; during 2016 we ran an awareness campaign about the importance of having this information and how this can help us achieve our aims regarding equality and diversity. We also extended our monitoring to include Sexual Orientation and Religion in the data collation within our workforce.

Shetland Islands Council is committed to the principle of equal pay for all our employees. In March 2017 at the Policy and Resources Committee, Shetland Islands Council agreed a revised Equal Pay Statement for the period 2017-2021. This is available on Shetland Islands Council’s website – [Equality & Diversity](#)<sup>1</sup> For full link see footnote 1.

We aim to identify and eliminate any bias in our pay systems and work collaboratively with trades unions to identify equality issues within pay systems and take action to address these. We also aim to reduce occupational segregation as well as delivering the Equal Pay action plan (section 5.8). We take part in a short term working group set up through the Shetland Partnership, chaired by the HIE area manager which recognises that addressing occupational segregation can help address workforce and skills shortages by training and maximising the utilisation of home grown talent.

We believe that all staff, regardless of their gender, race, age, pregnancy and maternity, gender reassignment, sexual orientation, religion or belief, marital/civil partnership status and disability should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

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<sup>1</sup> [http://www.shetland.gov.uk/communityplanning/equality\\_and\\_diversity.asp](http://www.shetland.gov.uk/communityplanning/equality_and_diversity.asp)

The Equal Pay Objectives set out in the Equal Pay Statement 2017 - 2021 are to:

- Monitor pay gaps relating to gender, disability and race, occupational segregation and the availability of part-time and flexible working arrangements;
- Identify and eliminate any unfair, unjust or unlawful practices that impact on pay equality;
- Take appropriate remedial action;
- Have a workforce that is representative of the Shetland community;
- Ensure recruitment and employment practices promote equality of opportunity and eliminate discrimination.

## 1.1 Data collection – effective dates

The information relating to applicants is from recruitment in the financial year **2015/16**. During the recruitment process applicants are asked to complete equal opportunities information on the online recruitment portal or on a paper application form. This provides data on Age, Gender, Disability and Race, Religion and Sexual Orientation. The selection panel does not see the monitoring form, and the information gathered is used by HR to run reports by protected characteristic. During 2015/16 we received 2943 applications.

The information available on our workforce composition is taken at **31 March 2016**. The total was 2,262 FTEs; the figure includes Relief workers who worked/were paid at 31 March 2016. The Headcount is 3381 individuals; this includes individuals who have more than one contract. The information in relation to leavers, grievances, disciplinaries, appraisals and maternity leave returners is for the financial year **2015/16**. The information relating to the workforce is in Sections 3 and 4 of this report.

Shetland Islands Council carried out an Equal Pay audit during 2016, following the five step equal pay audit model set out in the EHRC's Code of Practice. In determining the scope of that audit, it was decided to include all Council employees with the exception of Relief or Supply Workers (including those "passed to"). We also excluded those employees who transferred into the Council on their existing terms and conditions of employment through Transfer of Undertakings and Protected Employment (TUPE) regulations. All other council staff employed and paid during the financial year **2015/16** were included in the equal pay audit, which provided a population of 3505 records. The information relating to Equal Pay is in Section 5 of this report.

## 2.0 Applicants

The applicant information relates to jobs advertised during the financial year 2015/16. Applicants are asked to complete an equal opportunities form as part of the application process. This asks for information about: Age, Gender, Disability, Race, Religion/Belief and Sexual Orientation. The monitoring form is not seen by the selection panel, and the information gathered is used by Human Resources to run reports by protected characteristic. An applicant may withdraw their application at any stage during the recruitment process. These are categorised as withdrawn and are statistically significant within each classification in information below.

During 2015/16 622 jobs were advertised by the Council. We received 2943 job applications. During 2014/15 there were 853 jobs were advertised. We received 1704 applications. This represents a large increase in applications since the last period.

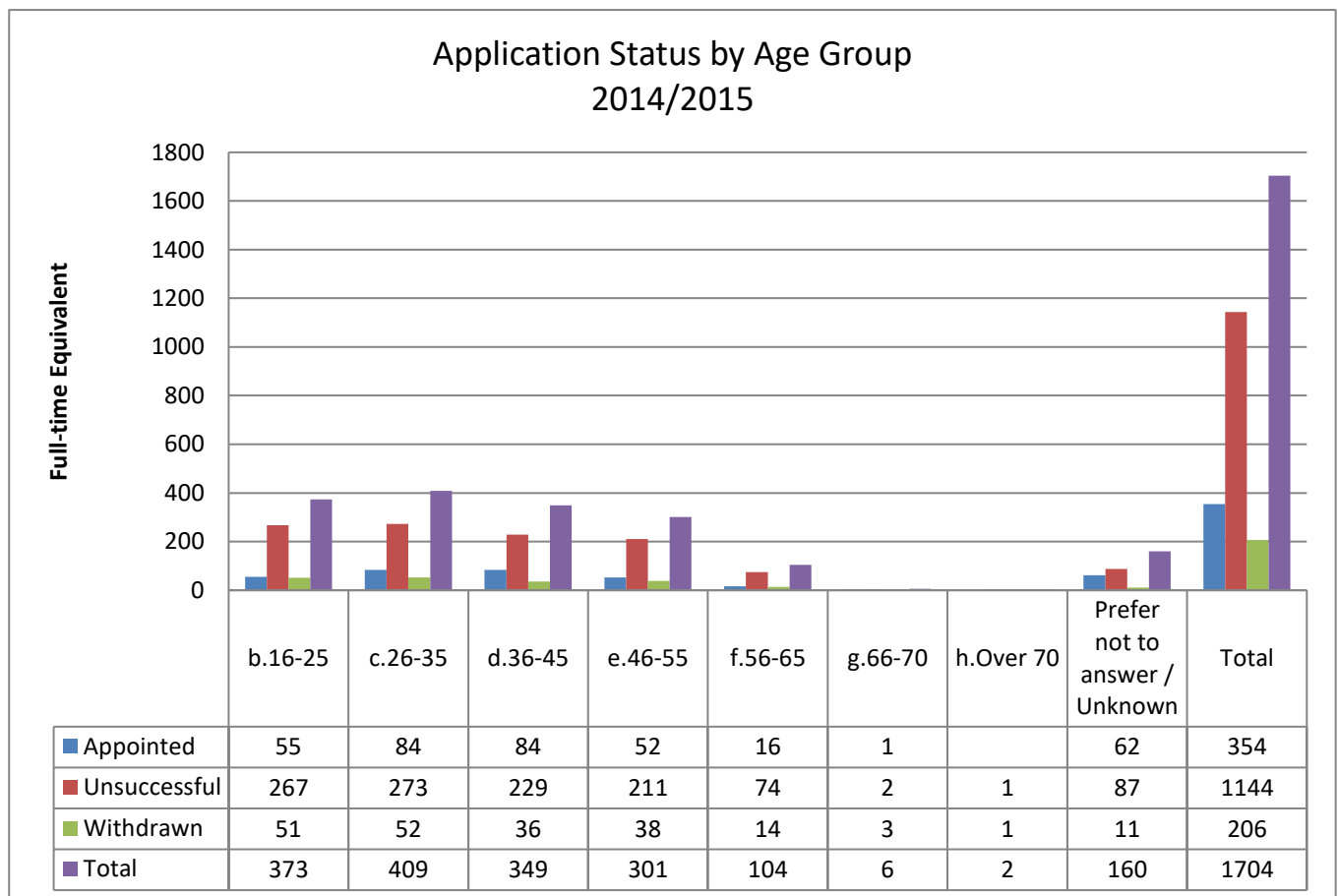
In the following pages information relating to applicants is provided broken down by protected characteristic. Data is provided for 2014/2015 and 2015/2016 with some narrative.

## 2.1 Applicants - Age

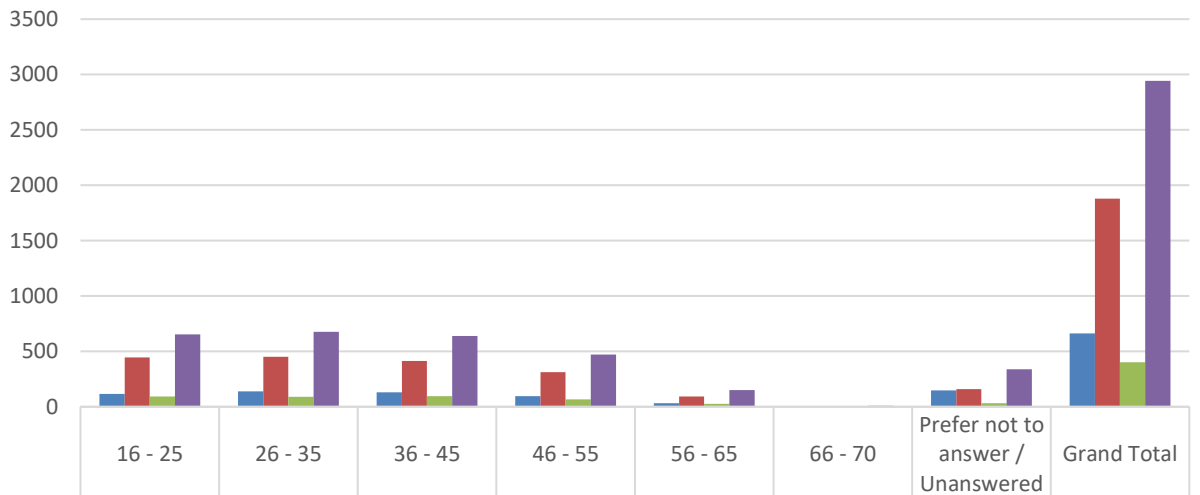
In 2014/2015 Prefer not to answer and Unanswered accounted for 9.39% of all applicants. This has increased to 11.51% in 2015/2016.

Applicant Age Range and percentage Difference of those appointed between 2014/2015 figures and 2015/2016 figures:-

Age	% change
16-25	3% increase
26-35	no change
36-45	4% decrease
46-55	3% increase
56-65	6% increase



## Application Status by Age Group 2015/2016



■ Appointed	115	139	131	95	32	1	148	661
■ Unsuccessful	446	450	413	312	92	7	159	1879
■ Withdrawn	93	89	96	66	27		32	403
■ Grand Total	654	678	640	473	151	8	339	2943

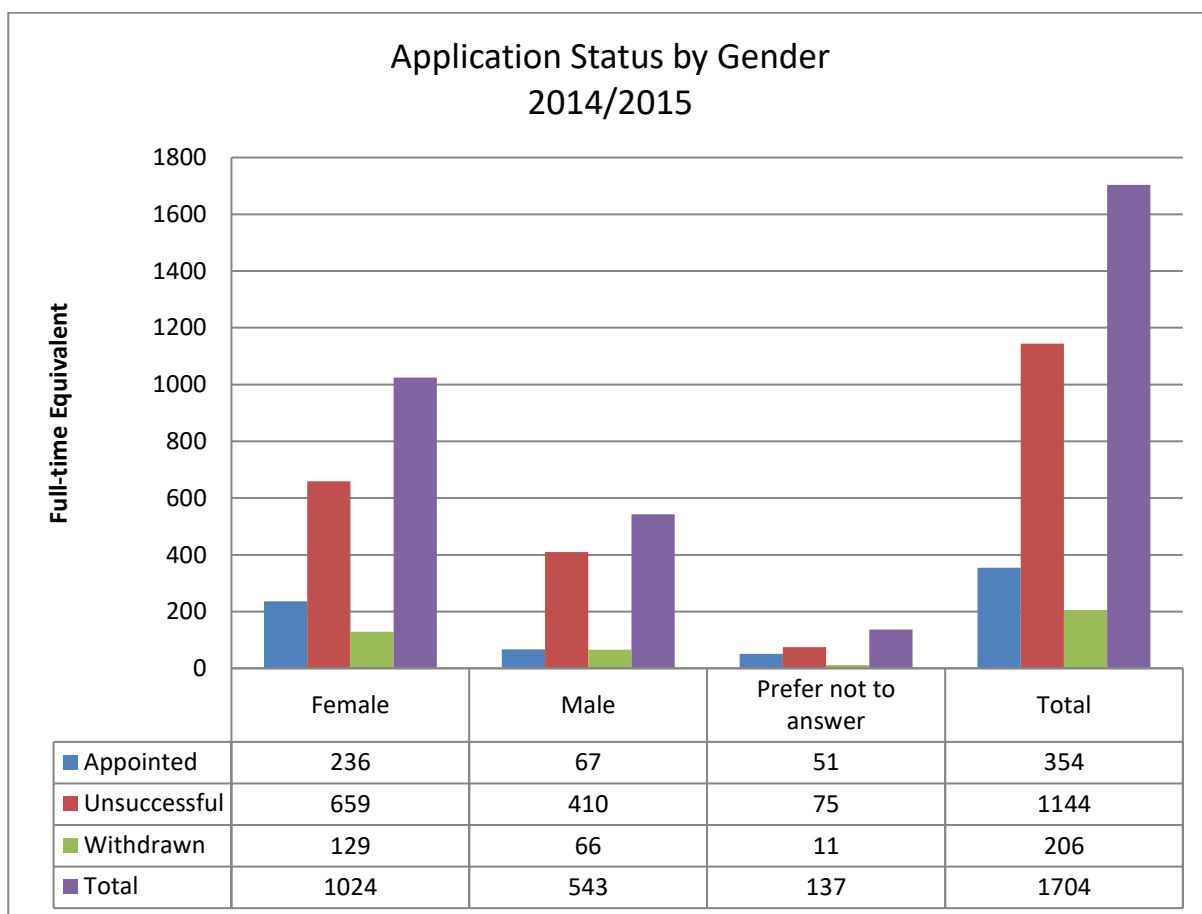
## 2.2 Applicants - Gender

The Gender split for applicants is broadly similar to the Councils staffing population.

The percentage of females appointed against the number who applied saw a percentage drop of 1.5% compared to 2014/2015. Males appointed has seen an increase in 2.75%.

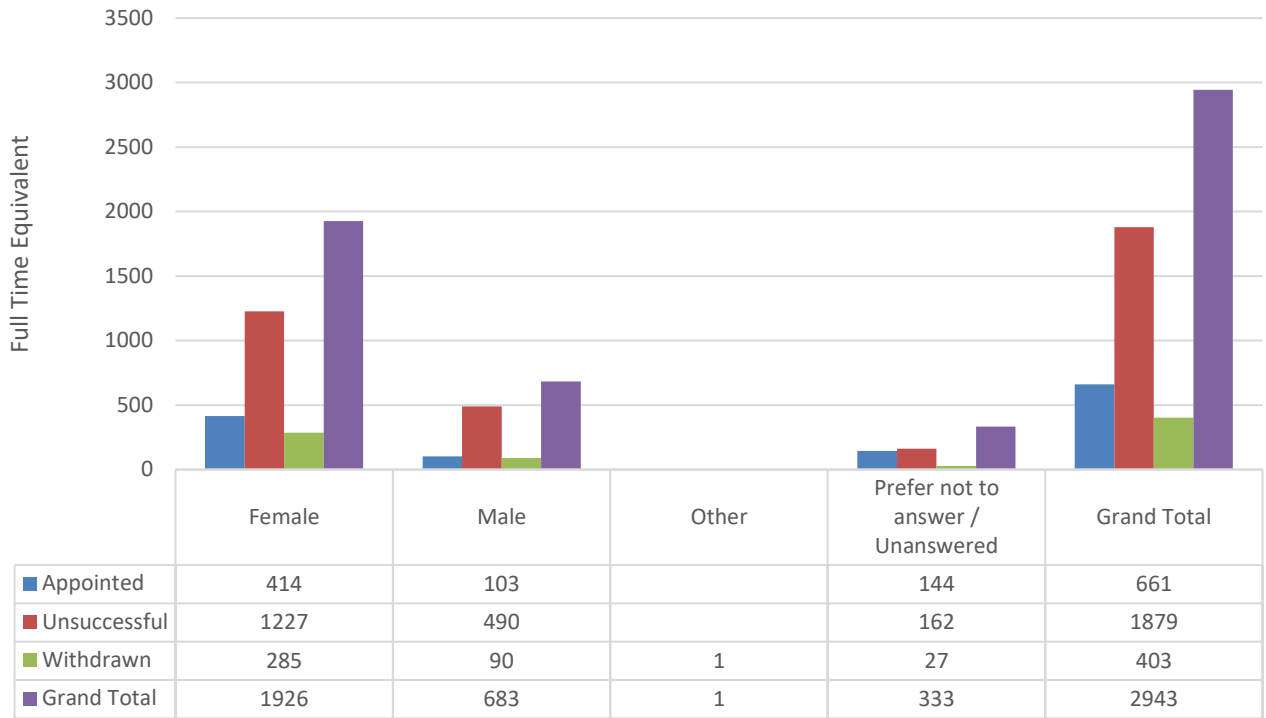
In 2015/2016, 65% of all applicants were female, and 23.20% were male, this is closer to the gender split across the workforce than in 2014/2015 when we had 60% of applicants from women and 32% from men.

As a proportion of all applications we appointed 13.85% of women and 3.93% of men in 2014/2015, this compares with 2015/2016, being 14.07% women and 3.5% men.





## Application Status by Gender 2015/2016

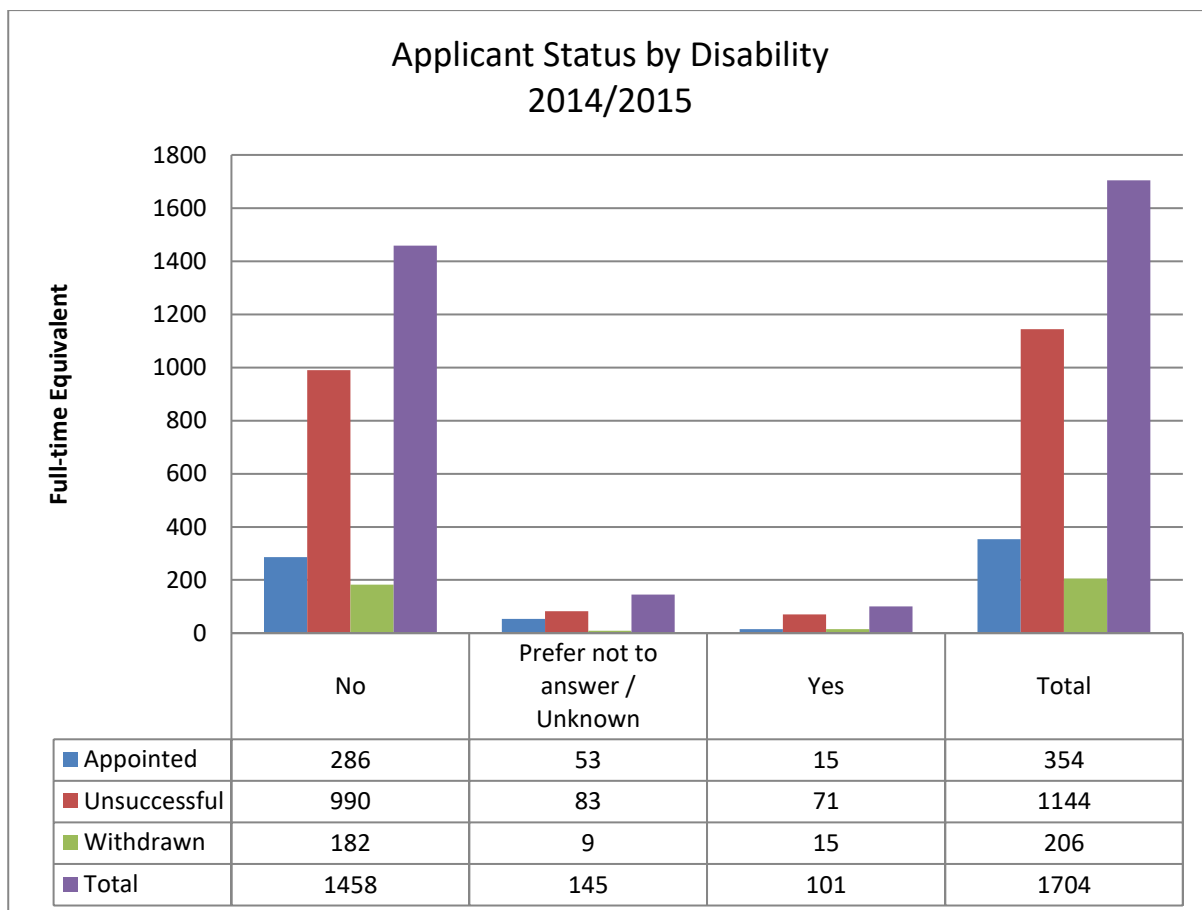


## 2.3 Applicants - Disability

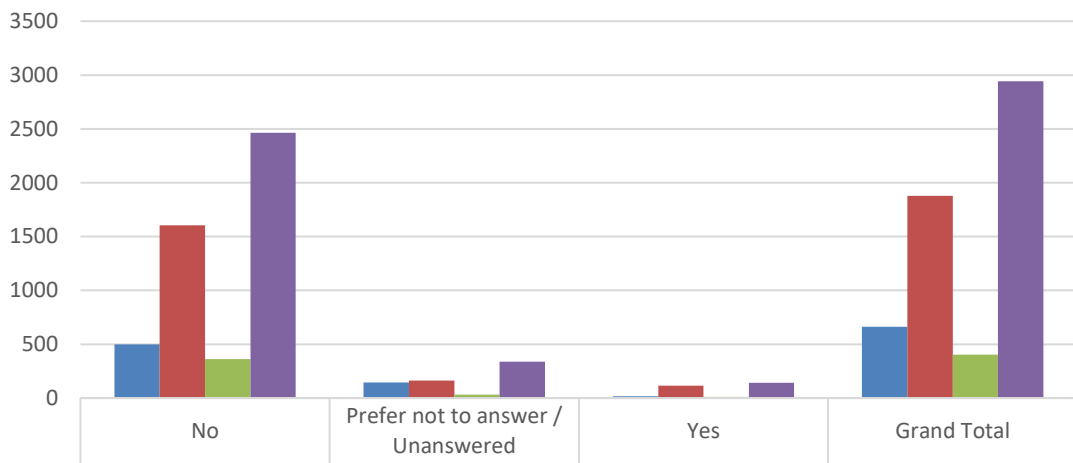
The number of applicants not disclosing their disability information has increased from 8.5% in 2014/2015 to 11.48% in 2015/2016. We are looking at ways to encourage disclosure during our application process.

In 2014/2015, 5.92% of applicants came from disabled people, 85% from people with no disability and 8.51% prefer not to answer. Compared to 4.79% of disabled people, 83.72% with no disability and 11.48% prefer not to answer, in 2015/2016.

As a proportion of all applications in 2014/2015, we appointed 0.54% of disabled applicants, compared with 0.88% in 2015/2016.



## Applicant Status by Disability 2015/2016



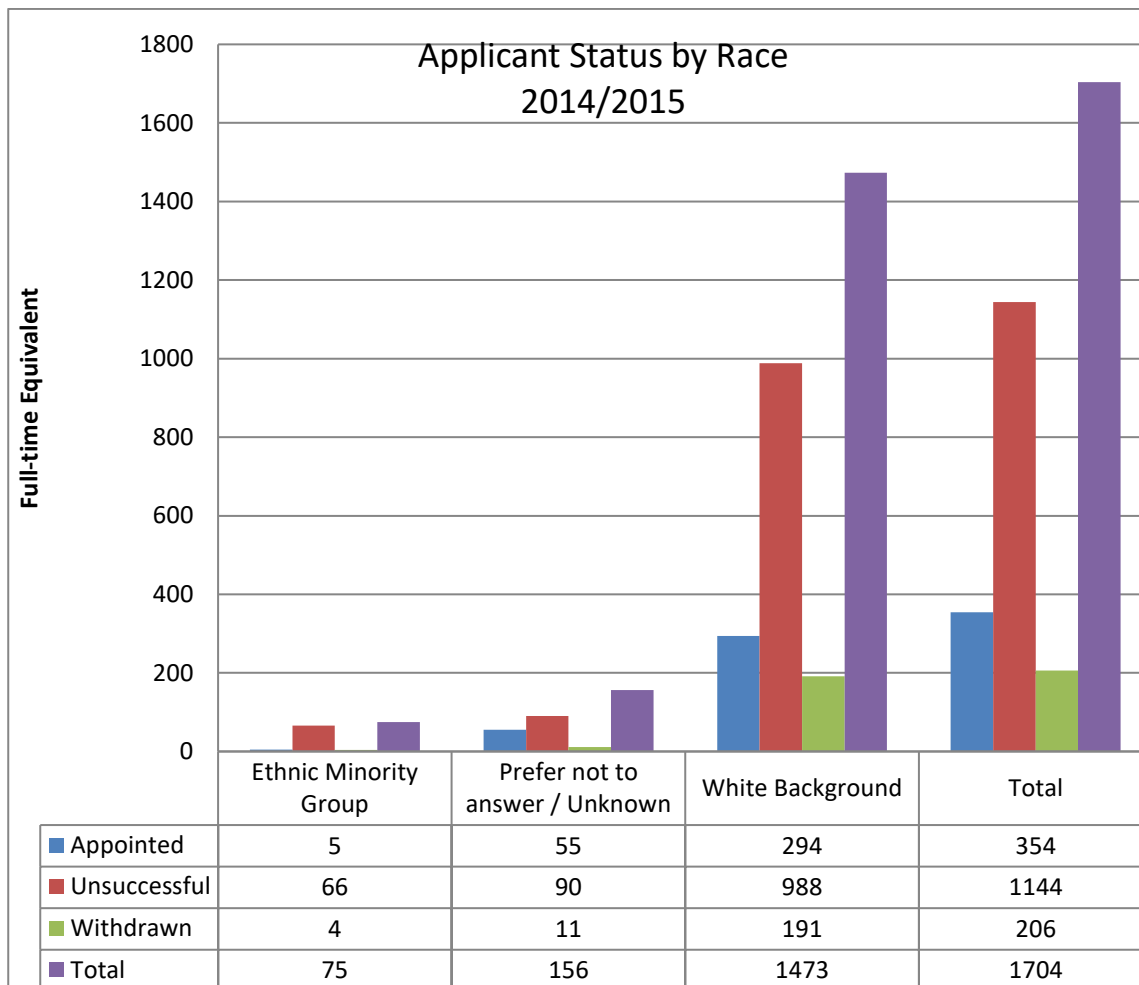
	No	Prefer not to answer / Unanswered	Yes	Grand Total
■ Appointed	500	145	16	661
■ Unsuccessful	1603	162	114	1879
■ Withdrawn	361	31	11	403
■ Grand Total	2464	338	141	2943

## 2.4 Applicants - Race

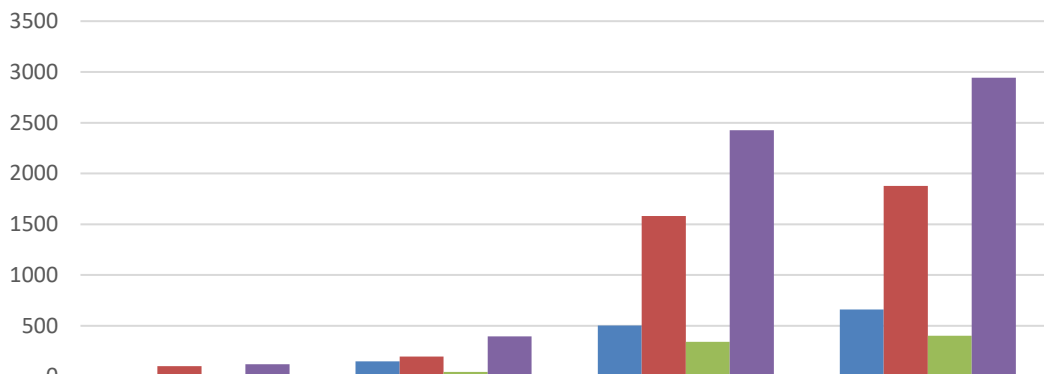
In 2014/2015 10.59% of applicants did not state their race, compared with 13.46% in 2015/2016.

In 2014/2015, 4.40% of all applications came from people in an Ethnic Minority Group (EMG), 9.15% came from applicants who preferred not to answer and 86.44% from those with a white background. In 2015/2016, the breakdown was 4.14% from an EMG, 13.42% prefer not to answer and 82.43% with a white background.

As a proportion of all applications, in 2014/2015 we appointed 0.29% of those from an EMG, and 17.25% from a white background. In 2015/2016, 0.24% of those appointed were from an EMG and 17.14% from a white background.



## Applicant Status by Race 2015/2016



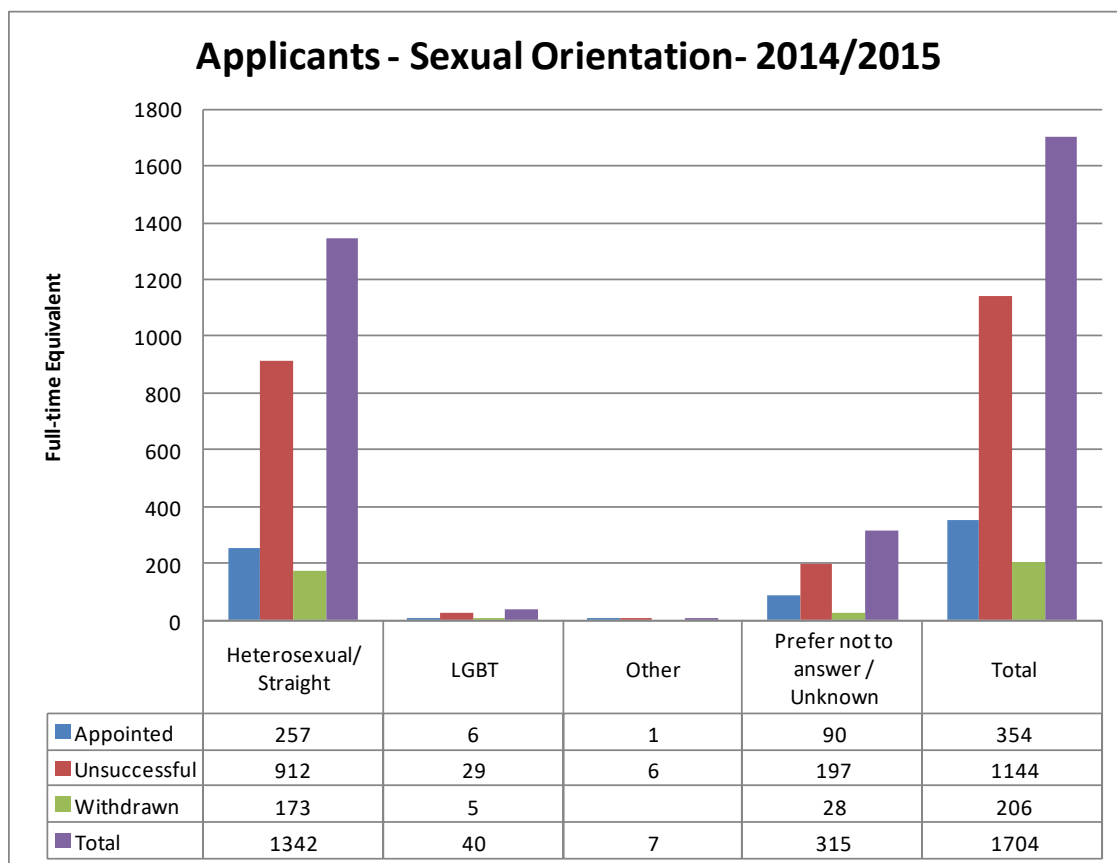
	Ethnic Minority Group	Prefer not to answer / Unanswered	White Background	Grand Total
■ Appointed	7	151	503	661
■ Unsuccessful	102	197	1580	1879
■ Withdrawn	13	47	343	403
■ Grand Total	122	395	2426	2943

## 2.5 Applicants - Sexual Orientation

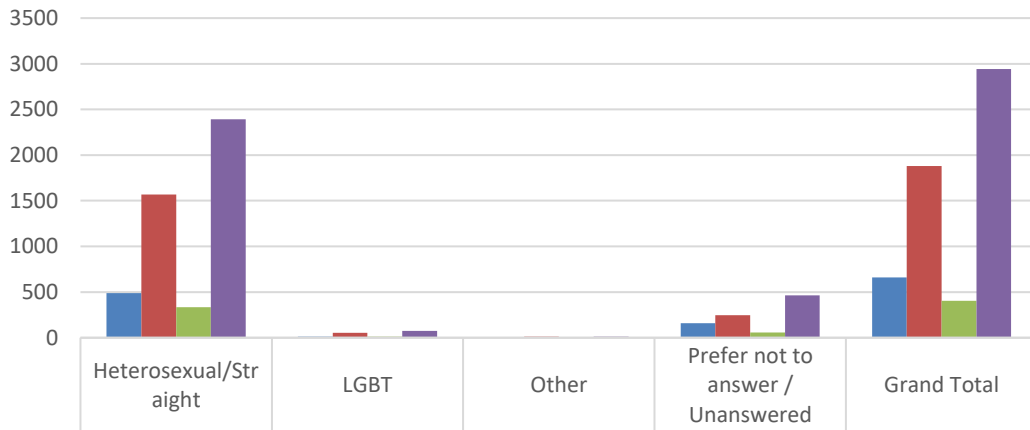
In 2014/2015 18.49% of applicants declined to answer a question on their Sexual Orientation compared to 15.73% in 2015/2016.

In 2014/2015 we received 78.76% of applications from people identifying as Heterosexual, or straight, compared with 2.35% of those who described themselves as LGBT, in 2015/2016 this was 81.28% for Heterosexual or straight and 2.55% as LGBT. Notable here is a decrease in people choosing prefer not to answer, of 2.75%.

In 2014/2015 as a proportion of all applicants, 15.08% of those appointed were Heterosexual or straight and 0.35% identified as LGBT. In 2015/2016 this was 16.65% of Heterosexual straight and 0.37% for LGBT.



## Applicant Status by Sexual Orientation 2015/2016



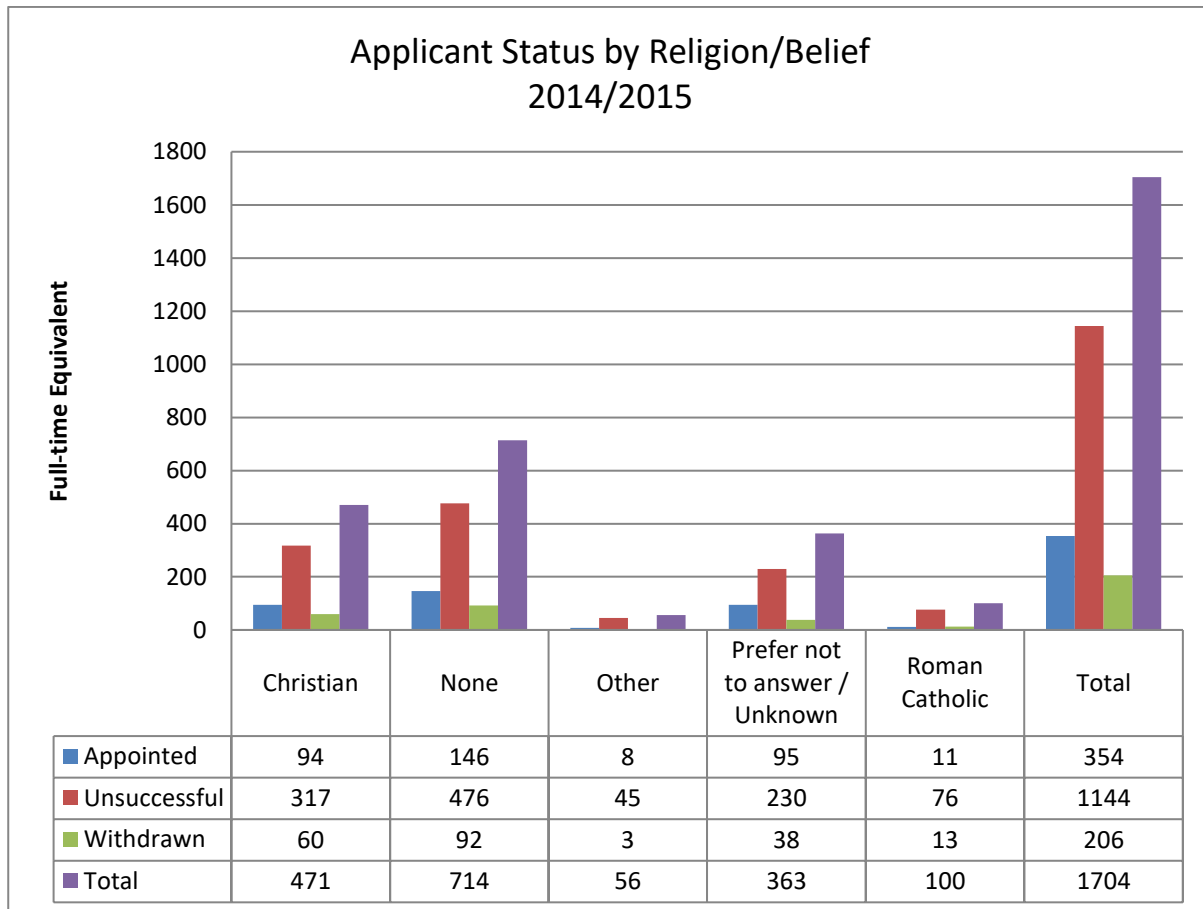
	Heterosexual/Straight	LGBT	Other	Prefer not to answer / Unanswered	Grand Total
■ Appointed	490	11		160	661
■ Unsuccessful	1568	53	12	246	1879
■ Withdrawn	334	11	1	57	403
■ Grand Total	2392	75	13	463	2943

## 2.6 Applicants - Religion/Belief

In 2014/2015, 21.3% of applicants did not answer this question, or chose to not disclose their religion/belief, compared with 22.69% in 2015/2016.

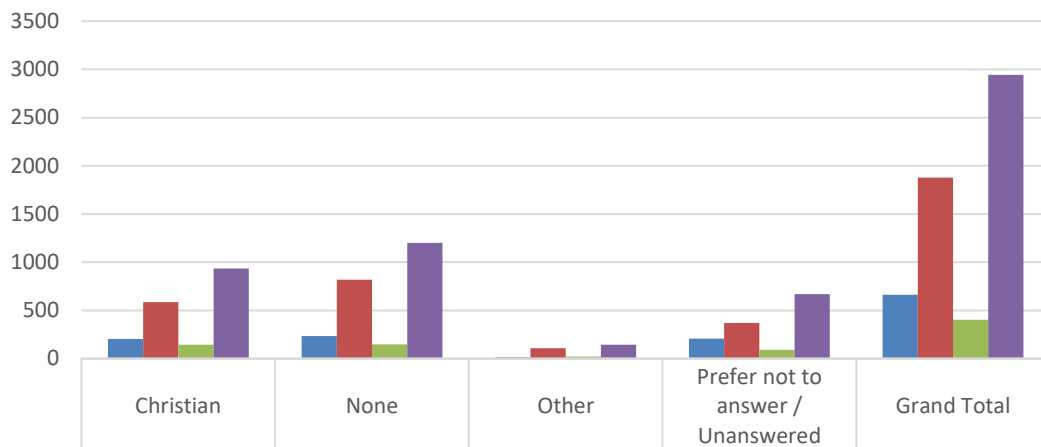
Of the total of all applications in 2014/2015, 27.64% came from those who said they were Christians, 41.9% of all applications came from people who said that they had no religion/belief. In 2015/2016, Christians accounted for 31.70% of applications and no religion/belief accounted for 40.74%.

As a proportion of all applications in 2015/2016, we appointed 6.93% of Christians and 7.95% of those who had no religion/belief, in 2014/2015 this was 5.51% Christian and 8.57% with no religion/belief.





## Applicant Status by Religion / Belief 2015/2016



	Christian	None	Other	Prefer not to answer / Unanswered	Grand Total
■ Appointed	204	234	16	207	661
■ Unsuccessful	585	817	107	370	1879
■ Withdrawn	144	148	20	91	403
■ Grand Total	933	1199	143	668	2943

### 3.0 Workforce Data

This section provides workforce data relating to all employees who were employed during 2015/16, and includes relief workers paid during this period. We have provided information from 2014/15 to allow comparisons to be made. The data has been collated to show age, gender, disability, race, sexual orientation and religion/belief.

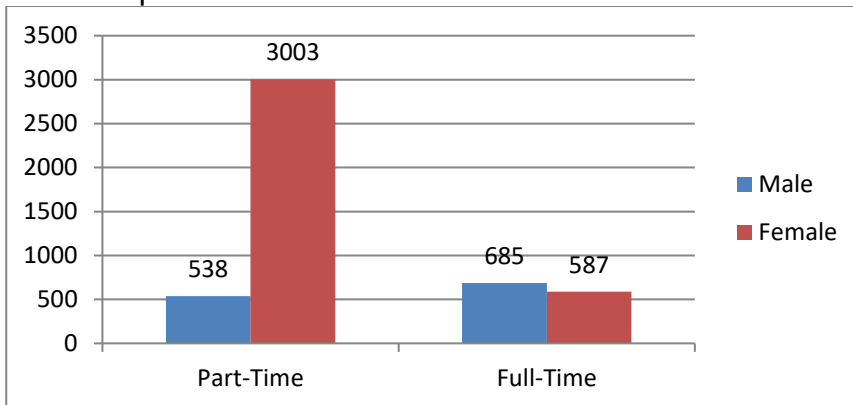
To promote and encourage staff to complete Equality Monitoring Forms we distributed leaflets and resources to all work places within the Council. We displayed these on noticeboards, in reception areas and in communal staff room areas. Included in the packs were the “What’s it got to do with you” booklets which are produced by the charity Stonewall. Stonewall are a charity whose work is largely to support equal rights for the LGBT(Lesbian, Gay, Bisexual & Transgender) Community. These booklets are not just aimed at the LGBT community, but are aimed at everyone and give short snappy reasons to encourage people to complete equality monitoring information. We also distributed stickers, and small postcards from Stonewall, including information about the #NOBYSTANDERS Campaign which aims to encourage people to speak up if they are subject to, or witness hateful language or abuse.

We also promoted LGBT History month on the Intranet – Staff Bulletins and uploaded different links for staff to follow to learn more about Equalities and promoted this through the Staff Magazine.

The total workforce comprises of Part-time and Full-time workers, the following table shows the headcount in more detail.

Headcount as at 31 March 2016	
Full-time	1272
Part-time	3541

Gender Split for headcount at 31 March 2016



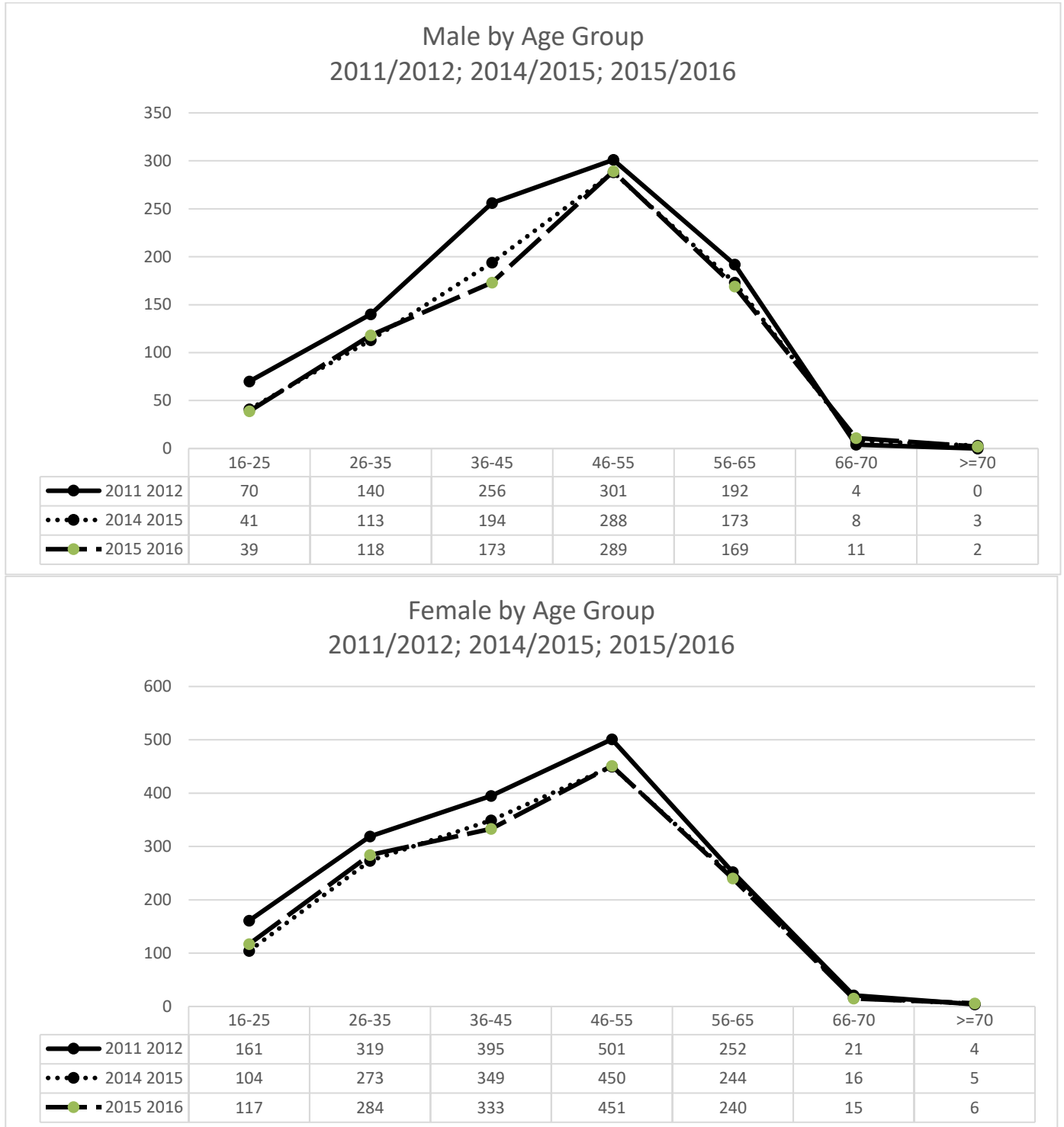
The total Full Time Equivalent (FTE) for the workforce is 2246.27

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### 3.1 Workforce - Age

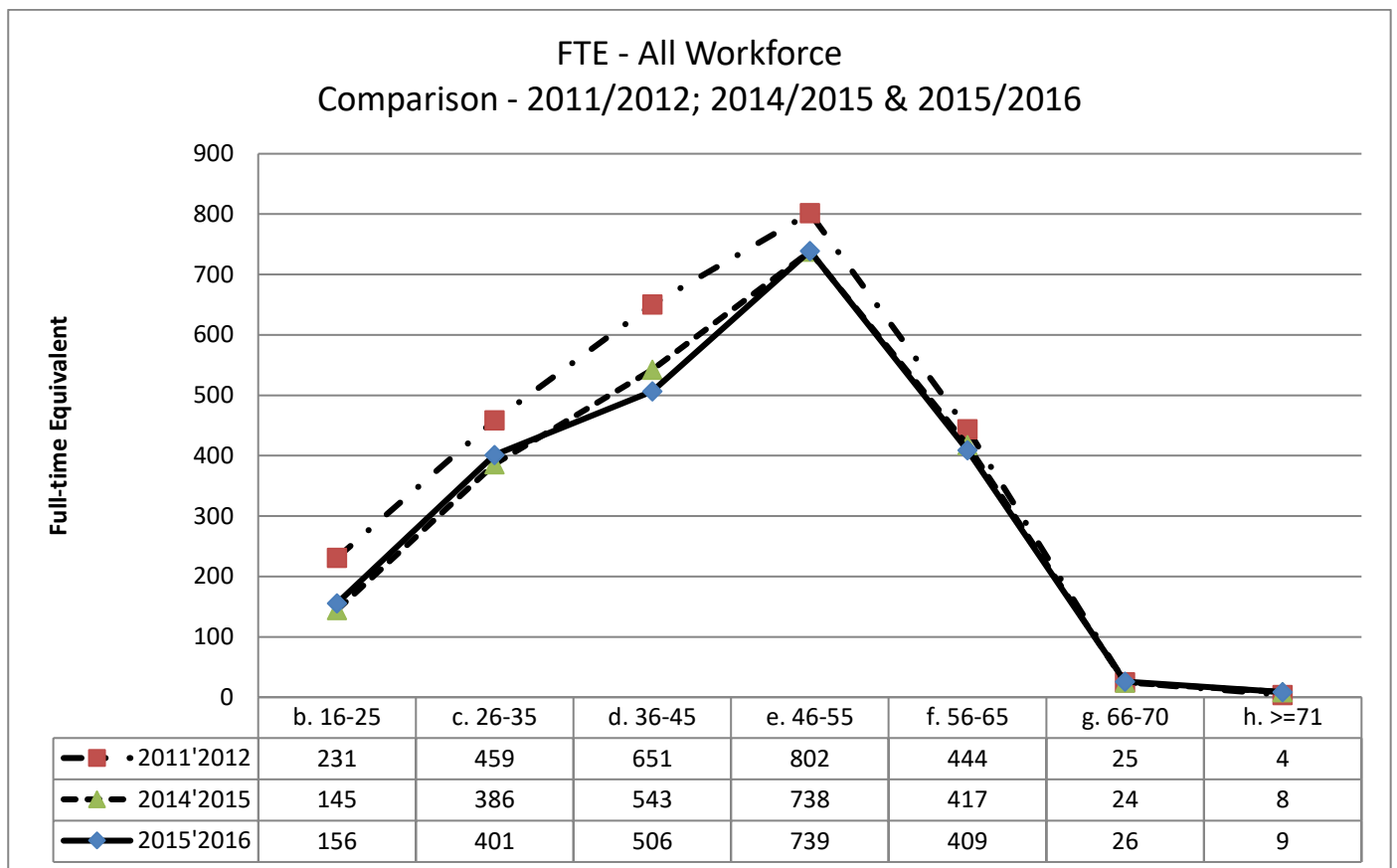
The council's staffing population in 2011/12, 2014/15 and 2015/16 are set out below, shown by age profile.

The majority of the figures below show a reduction in staff numbers over the three periods. There are larger decreases from 2011/2012 to 2014/2015, we can account for this because the council implemented a number of Service Reviews which resulted in a reduction in our workforce. The differences between the data in 2014/2015 and 2015/2016 are not significant.



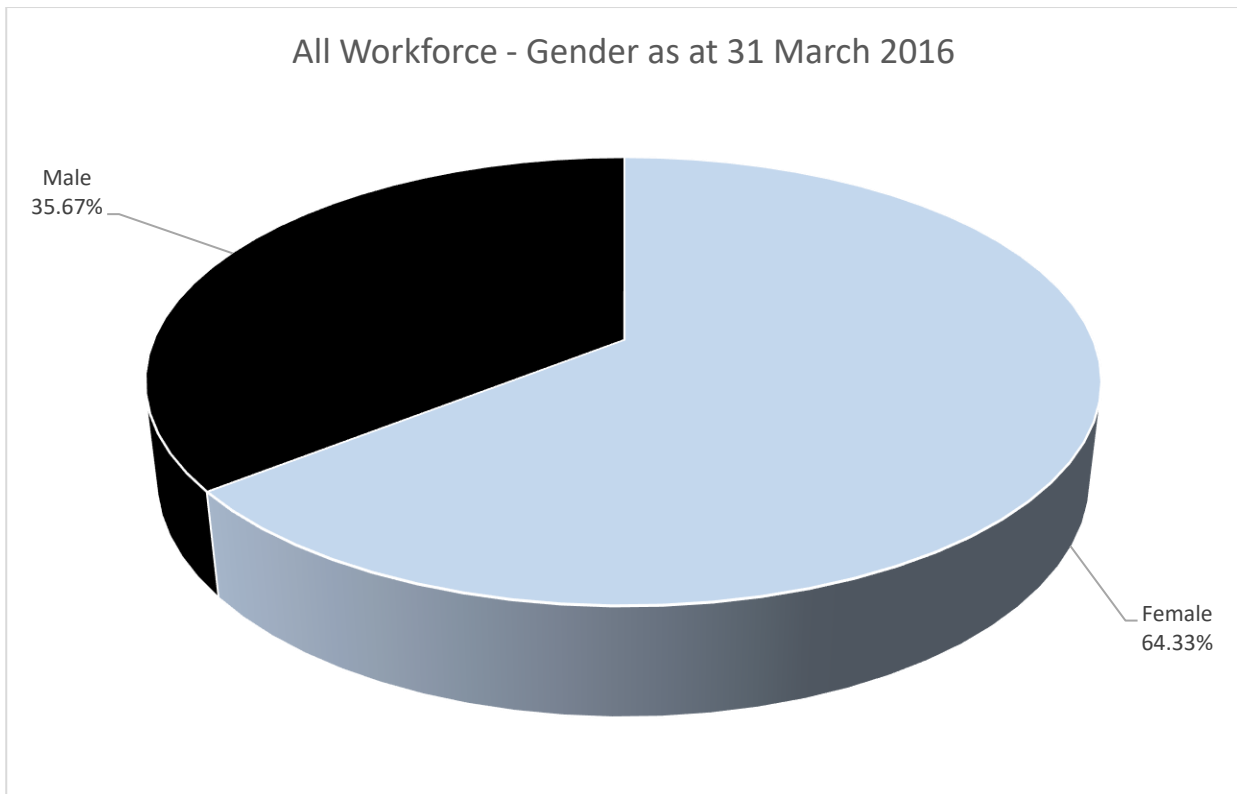
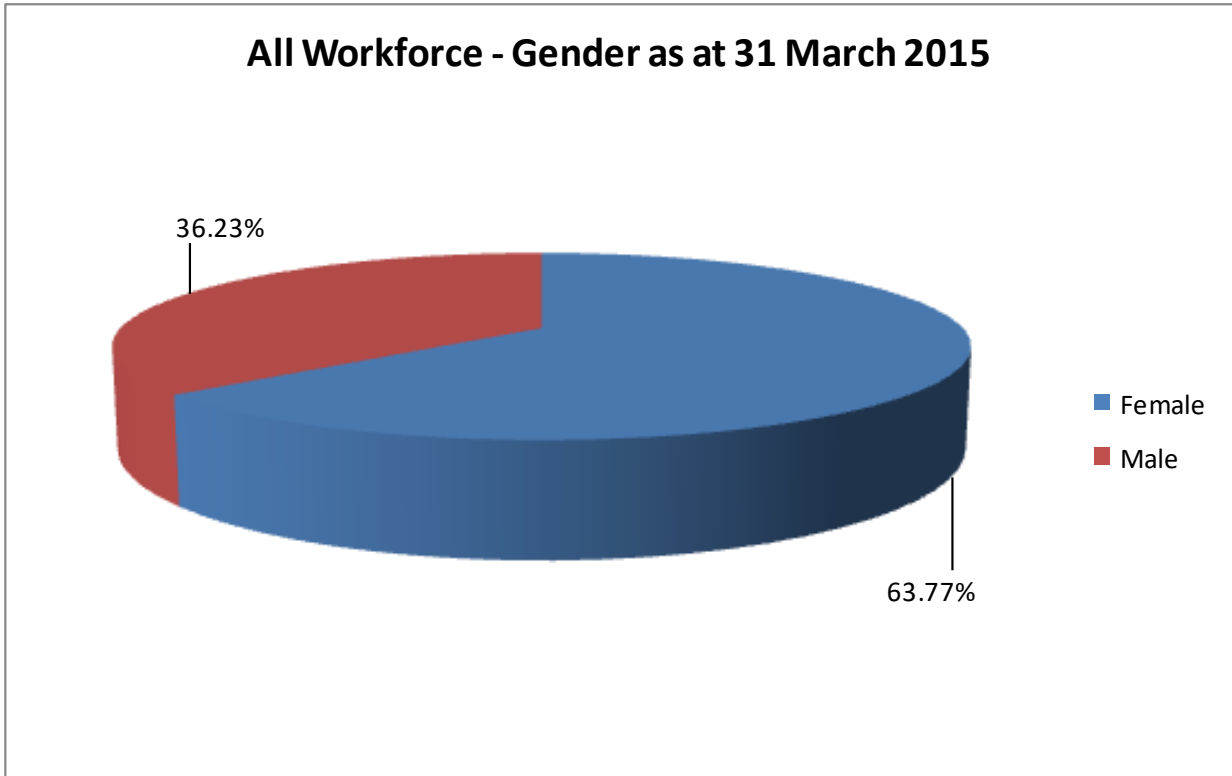
Again we see a larger difference between the FTE in 2011/2012 and 2014/2015, due to a reduction in staffing levels following several Service Reviews. The number of employees has slightly reduced between 2014/15 and 2015/16 the age profile remains similar

showing the overall balance of the Council's workforce hasn't changed significantly in this period. However, it does show an aging workforce, with a proportionally greater reduction of employees at the younger age ranges.



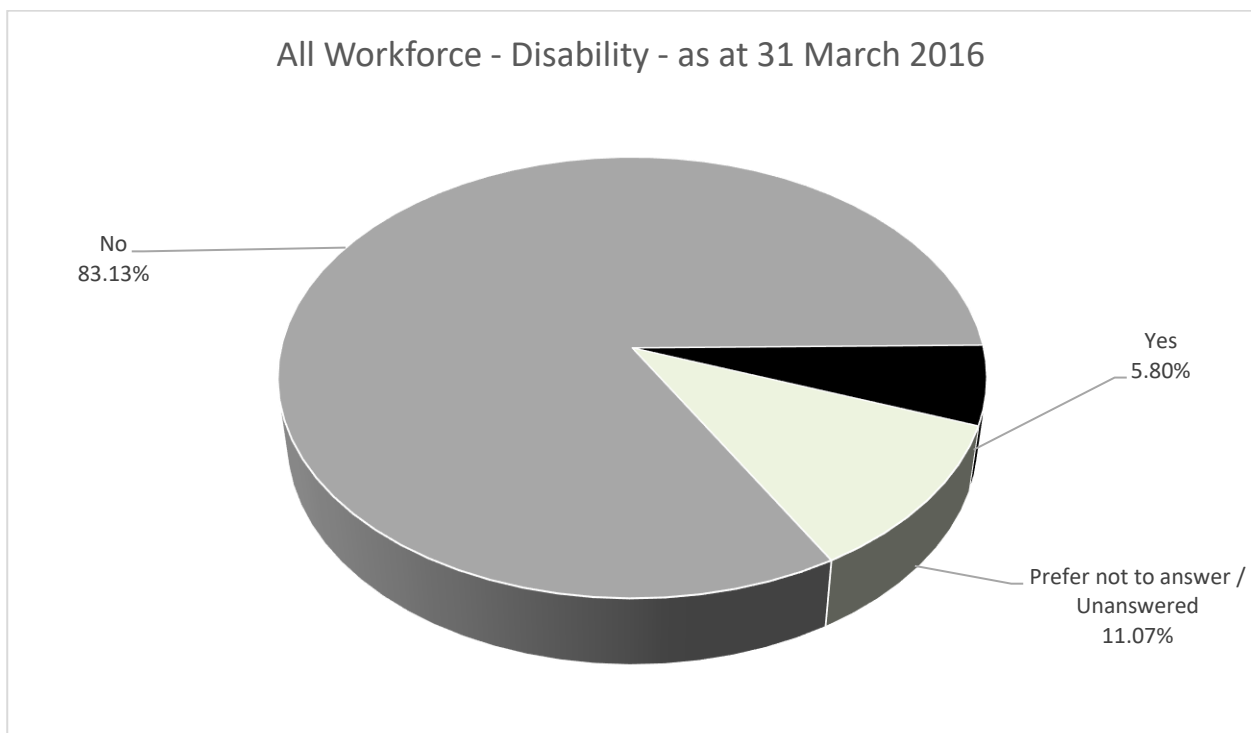
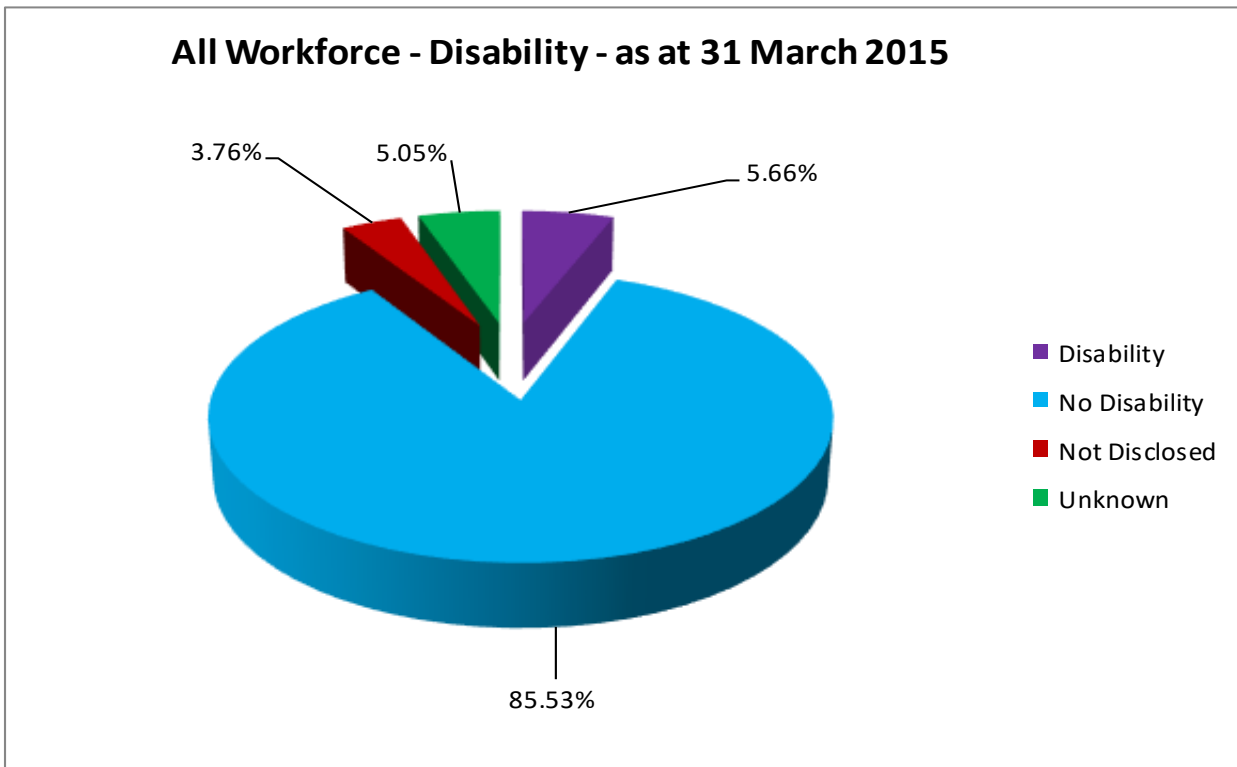
### 3.2 Workforce - Gender

While the overall number of employees has slightly reduced between 2014/15 and 2015/16, the gender balance is almost identical, with less than 1% difference over the period between data collation. The ratio for the period 2014/2015 was 1 male for every 1.76 females, and this has increased in favour of females in 2015/2016 to 1.80 females for every 1 male.



### 3.3 Workforce - Disability

The proportion of employees who describe themselves as disabled has increased slightly in the period. By raising awareness of the benefits of having accurate equality data we hoped to have reduced the 9% undisclosed/unknown, thus providing a more complete picture of our workforce. However, the number of staff choosing Prefer not to answer or not answering the question has increased. We will continue to promote equality monitoring with the aim to reduce this figure when we report again in 2019. We will take this opportunity to research different techniques and styles to encourage disclosure of personal information to improve our figures. We will also encourage managers to highlight the value of this information to their staff.



### **3.3.1 Reasonable Adjustments**

Shetland Islands Council in its Maximising Attendance policy requires that managers, at each formal stage of the process, explore adjustments that may lead to an early return to work improved attendance. In 2014-15 there were fifty five phased return to work plans agreed for employees which supported them back to work and in 2015-16 there were fifty four. We do not presently record whether these employees describe themselves as disabled, however the approach towards reasonable adjustments accords with the provisions of the Equality Act in this regard.

Where reasonable adjustments are recommended by the GP and, or Occupational Health, and it is not possible to to implement these within an employee's contractual role, redeployment is sought in the first instance and in 2015-16 nine employees were redeployed for this reason.

Thirteen employees were granted ill-health retirement during 2015/2016, this compares to six leaving due to ill health retirement in the same period during 2014/2015.

### **3.3.2 Disability Confident**

Shetland Islands Council has transferred from the Positive about Disability "Two Ticks" scheme to the new Disability Confident scheme. This means that the Council is certified as a Disability Confident Employer, at level 2, which shows our commitment to employ and retain disabled people and those with health conditions.

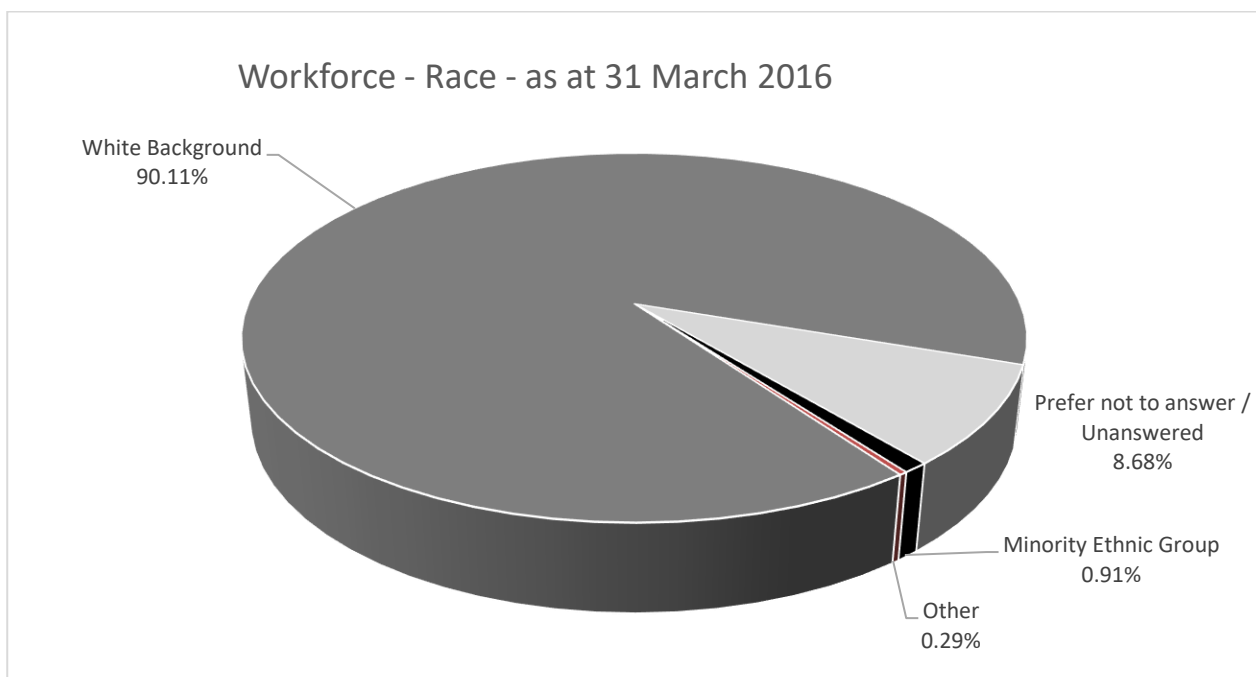
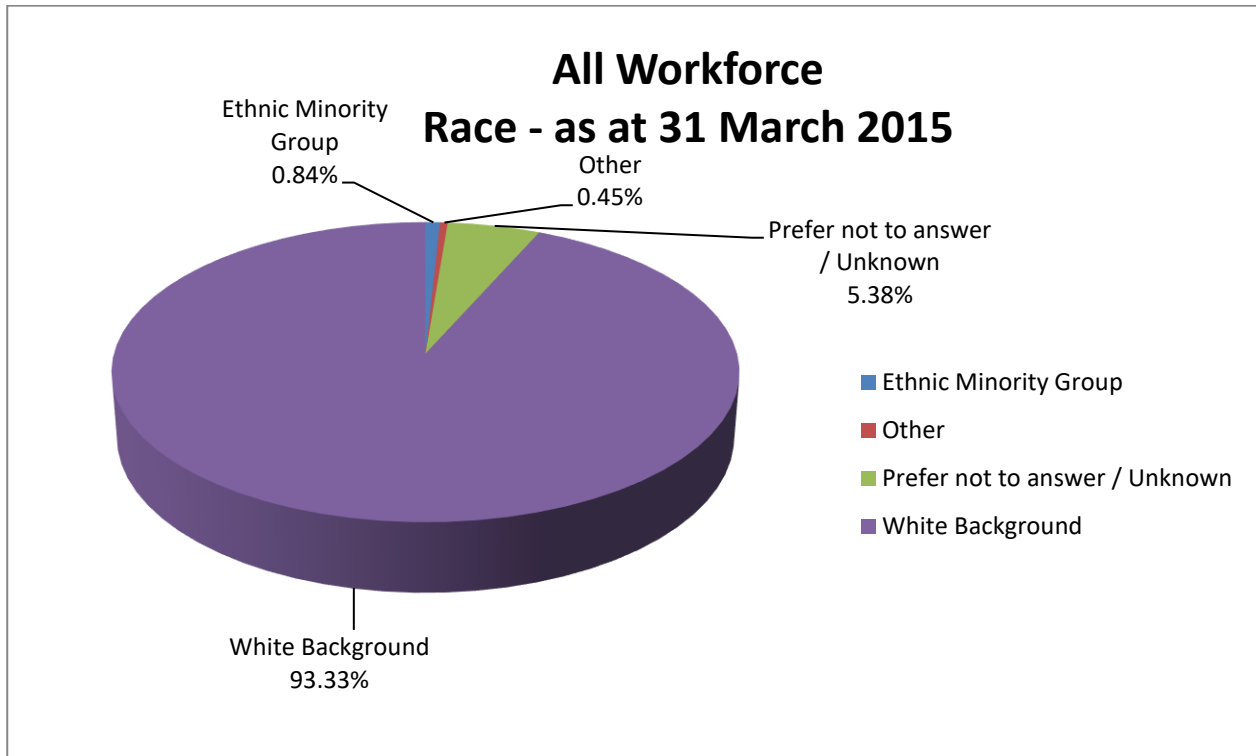


### 3.4 Workforce - Race

The proportion of employees who describe themselves as being from an Ethnic Minority Group (EMG) has increased slightly to 0.91% from 0.84% in 2014/2015.

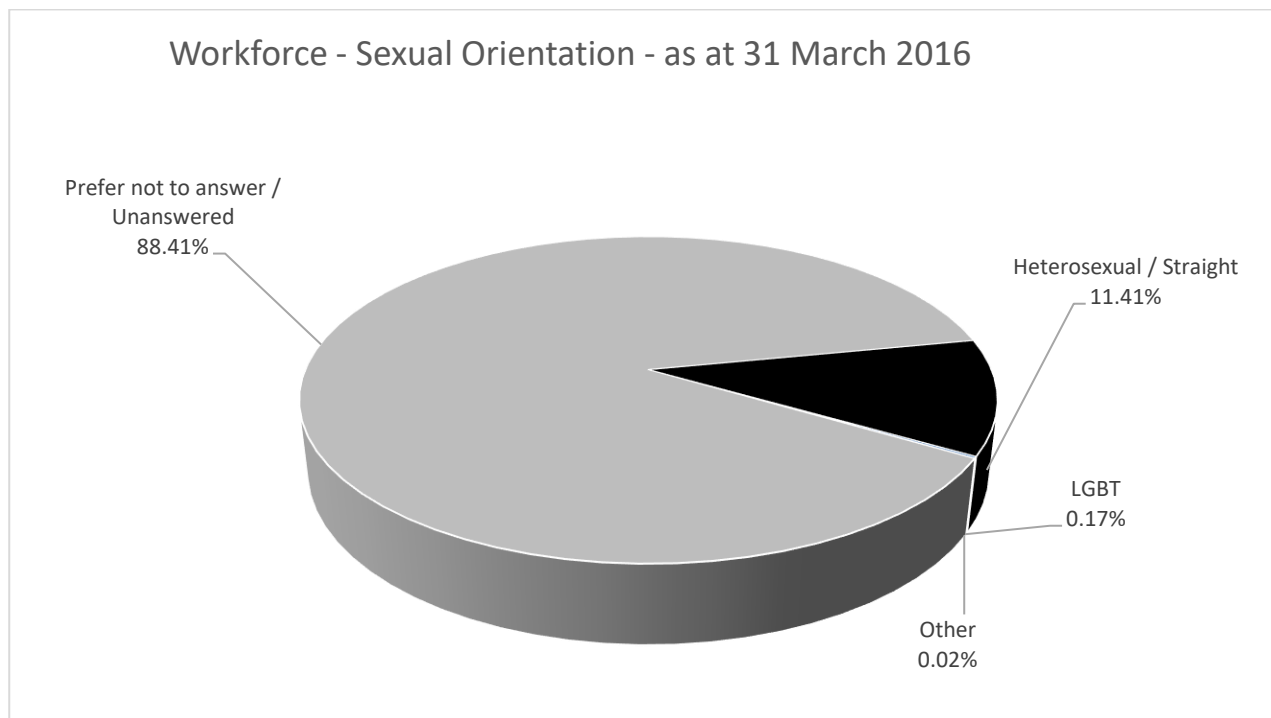
This is encouraging, however, despite raising awareness of the benefits of having accurate equality data we have not reduced the number of employees in the of prefer not to answer/unanswered category. This is currently at 8.68% an increase of 2.85% from 2014/15 data.

The Census data from 2011 for the whole of Scotland has the EMG representing 4.1% of the population. Shetland's EMG represents 1.5% of the total population, our workforce is 0.9% which falls slightly short of the Shetland population.



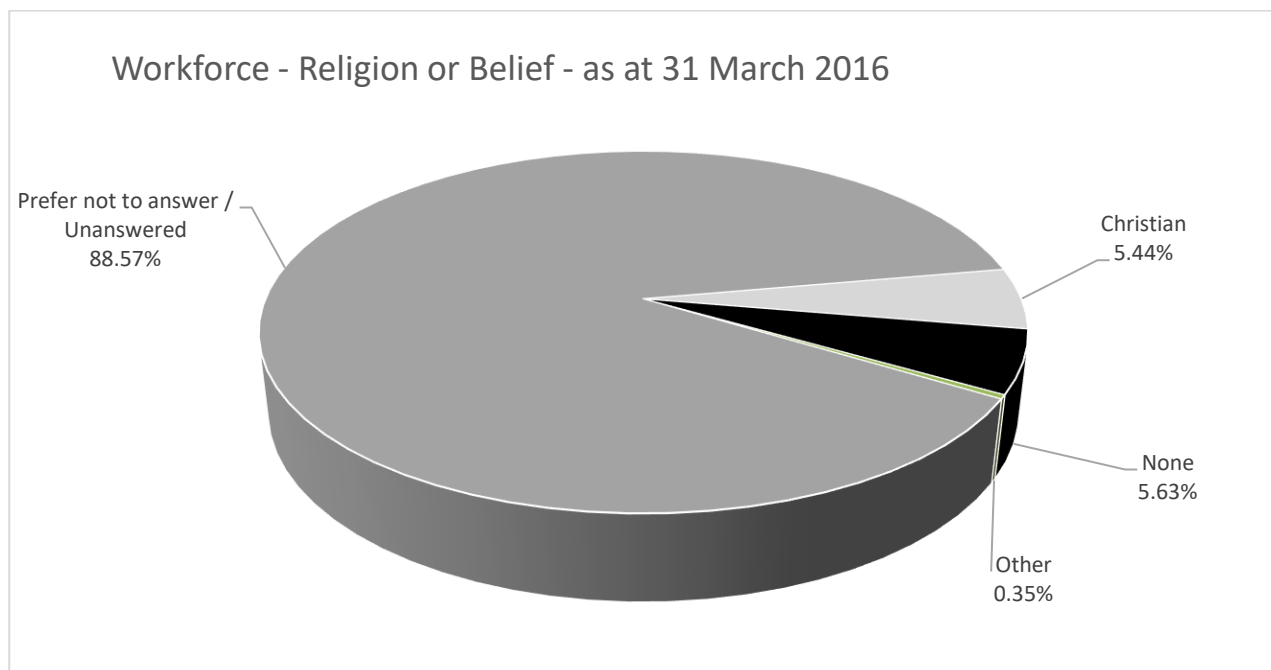
### 3.5 Workforce - Sexual Orientation

In 2016 Shetland Islands Council asked employees to complete Equality Monitoring Forms that included Sexual Orientation for the first time. 87.64% of employees chose not to answer this question or chose not to return a monitoring form, while 11.41% of the workforce described themselves as Heterosexual/Straight and 0.17% as LGBT.



### 3.6 Workforce – Religion/ Belief

In 2016, Shetland Islands Council asked employees to complete Equality Monitoring Forms that included Religion and Belief for the first time. 87.04% of employees chose not to answer this question or chose not to return a form, while 5.44% described themselves as Christian and 5.63% as None, while 0.35% reported as having an “other” religion or belief.



#### 4. Other Data from 2015/16

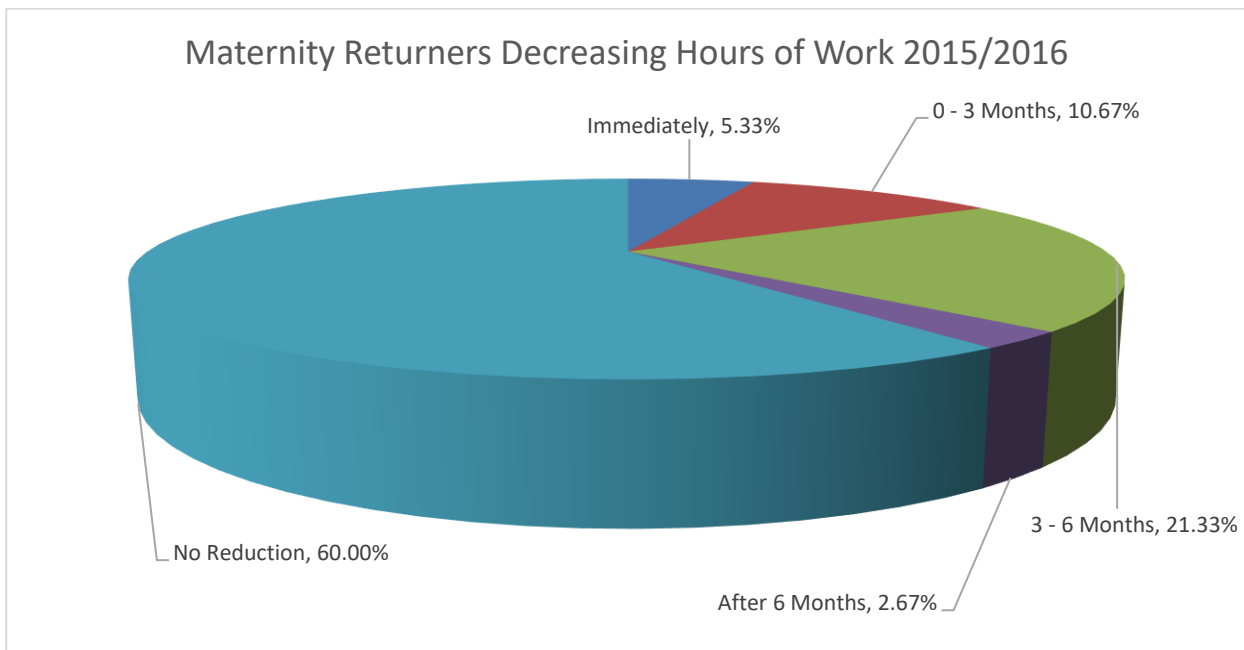
##### 4.1 Pregnancy / Maternity

All pregnant employees, regardless of length of service, are entitled to Maternity Leave. Entitlement to enhanced maternity pay depends on length of continuous service in line with relevant national conditions of service.

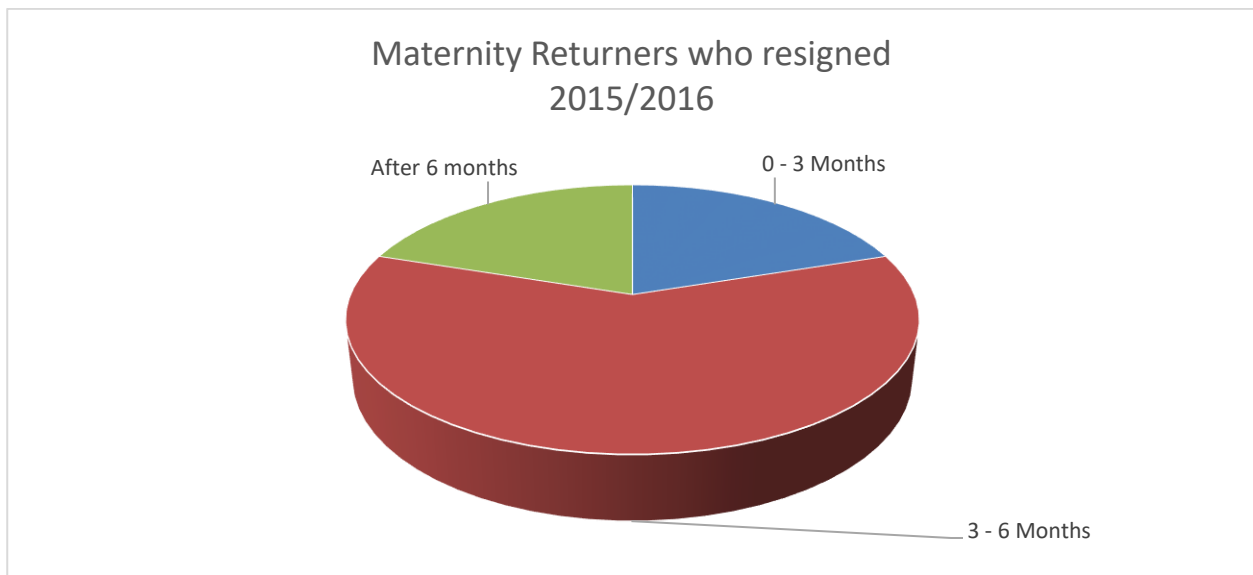
In 2015/2016, 98 employees took maternity leave, comparing with 75 in 2014/2015.

##### 4.1.1 Return from Maternity Leave

A lot of Maternity returners use their annual leave to informally reduce their hours on return, this could be a reason why we see an increase in % from immediate return to six months.



Similarly more returners resigned between three and six months, than within the first three months or after six months, again this could be staff using annual leave in the first period of their return.



##### 4.1.2 Maternity Survey

We carried out a survey of employees returning from maternity leave. The survey questions centred on what would help returners and potential returners to:-

- Keep in touch
- Come back
- Remain at work
- Progress at work

As a result, we now have rich data to inform current policy development and suggestions on how we can improve support for employees during their maternity leave, as they prepare to return to work and in the early stages of their return.

#### **4.2 Discipline and Grievance (Including Harassment and Bullying) Data**

During 2015/16, the Council held 23 formal hearings in relation to grievance or discipline, with 57% involving women and 43% involving men. Given the small numbers involved, it is not advisable to draw too much from this data, however, compared to the overall workforce of 73% female and 27% Male it shows a disproportionately high number of men raising grievances or being subject to disciplinary processes. As regards age, again this broadly reflects the overall age profile. Although the number of formal hearings has significantly increased from 2014/15 where only 10 were held, the gender split is similar with 60% involving women and 40% involving men.

## 4.3 Training and Development

### 4.3.1 Promotion

There were 91 promotions identified during 2015/2016. This is less than in previous years; however, we have improved how we report on this and believe that this figure is a more accurate picture of promotions.

Information on what is within this group of 91

- 10 are apprentices
- 21 were appointed to a career graded post so the promotion was expected.
- 60 were “real” promotions

Of those who were identified as promoted, 96.70% were from a white background, comparing with White Background being 90.11 % of our overall workforce.

For completeness we have provided data from 2014/2015, however, because we have refined how the data is collected it is not possible to draw comparisons.

Promotion 2014/2015							
These figures are determined by reporting on the number of employees who received a pay increase greater than the incremental increase within each grade. Total number was 230							
Age Group	%	Gender	%	Disability	%	Race	%
16-25	10.00%	Female	77.39%	No Disability	92.17%	Ethnic Minority Group	0.87%
26-35	28.26%	Male	22.61%	Not Disclosed	2.61%	Other	0.43%
36-45	30.87%			Disability	5.22%	Prefer not to answer / Unanswered	7.39%
46-55	20.87%					White Background	91.30%
56-65	9.13%						
66-70	0.87%						
>=71	0.00%						

Promotions Identified – 2015/2016							
There were 91 promotions identified during the Financial Year 2015/2016.							
Age Group	%	Gender	%	Race	%	Disability	%
16 - 25	24.18	Female	63.74	Prefer not to answer/ Unanswered	3.30	No	93.41
26 - 35	30.77	Male	36.26	White Background	96.70	Not Disclosed	2.20
36 - 45	20.88					Yes	4.40
46 - 55	17.58						
56 - 66	6.59						

Promotions Identified (Continued)			
Religion/Belief	%	Sexual Orientation	%
Christian	6.59	Heterosexual / Straight	26.37
Prefer not to answer / Unanswered	74.73	Prefer not to answer / Unanswered	73.63
None	18.68		

### 4.3.2 Employee Review and Development (Appraisals)

Employee Review and Development Meetings 2014/2015							
All employees should take part in an annual Employee Review & Development meeting with their Line Manager. A total of 766 were recorded.							
Age Group	%	Gender	%	Disability	%	Race	%
16-25	3.13%	Female	59.79%	No Disability	86.68%	Ethnic Minority Group	0.91
26-35	17.36%	Male	40.21%	Prefer not to answer / Unanswered	6.39%	Other	0.39
36-45	24.93%			Disability	6.92%	Prefer not to answer / Unanswered	2.61
46-55	31.07%					White Background	96.08
56-65	21.15%						
66-70	1.57%						
>=71	0.78%						

Employee Review & Development Meetings 2015/2016							
There were 1262 Employee Review & Development Meetings recorded electronically during the Financial Year 2015/2016. This is more than in previous years, however, we still need to improve how we report on this and encourage managers to carry these out and when carried out stress the importance of recording the meetings on our electronic system. The Employee Review and Development Policy is currently under review and part of this refresh involves work to streamline the process and encourage managers to have more meaningful conversations with their staff. The new process will be underpinned by the Council's Values and Behaviour framework and it is intended that the new policy will go to Committee for approval in June 2017							
Age Group	%	Gender	%	Disability	%	Race	%
16 - 25	5.07	Female	63.71	No	87.24	Ethnic Minority Group	0.55
26 - 35	17.67	Male	36.29	Prefer not to answer / Unanswered	2.77	Other	0.40
36 - 45	24.01			Unknown	4.04	Prefer not to answer / Unanswered	4.28
46 - 55	32.65			Yes	5.94	White Background	94.77
56 - 65	18.46						
66 - 70	1.74						
>+71	0.4						

Employee Review & Development Meetings 2015/2016(Contd.)			
Religion/Belief	%	Sexual Orientation	%
Christian	9.90	Heterosexual / Straight	22.11
None	11.57	LGBT	0.24
Other	0.87	Prefer not to answer / Unanswered	77.64
Prefer not to answer /Unanswered	77.66		

### 4.3.3 Training

This relates to all training carried out in 2015/2016 including e-learning.

During 2015/2016, 9,733 individual training events/courses/qualifications were undertaken. This involved 2,133 individual staff members and there were 310 individually named events or courses.

All Training undertaken during 2015 / 2016 Total – 9,733							
Gender		Age Range		Disability		Race	
Female	80.25%	16-25	11.29%	No Disability	82.14%	Ethnic Minority Group	1.26%
Male	19.75%	26-35	20.60%	Disability	5.09%	Other	0.34%
		36-45	23.15%	Prefer not to answer / Unanswered	12.77%	White Background	88.66%
		46-55	30.35%			Prefer not to answer / Unanswered	9.66%
		56-65	13.83%				
		66-70	0.60%				
		Over 70	0.18%				

Sexual Orientation		Religion	
Heterosexual/Straight	18.37%	Christian	8.30%
LGBT	0.08%	None	9.13%
Prefer not to answer / Unanswered	81.55%	Other	0.66%
		Prefer not to answer / Unanswered	81.91%

Here are some key numbers on access to training and development:

The percentage of females who undertook training was 80.25% compared to 64.33% across the whole workforce.

Of those who undertook training 5.09% described themselves as having a disability, compared with the overall workforce being 5.8%

The percentage of staff identifying as belonging to an Ethnic Minority Group who undertook training was 1.26%, while 0.91% of the workforce said they belonged to an EMG.

Of those who undertook training, 0.08% identified as LGBT, compared with 0.17% of the workforce.

Of the staff who undertook training, 8.3% said they were of Christian faith, more than that of the workforce, which was 5.44%. 9.13% stated that they had no religion, while the overall workforce figure was 5.63%

#### 4.4 Apprentices 2015/2016

Post Title	Gender		
	Female	Male	Grand Total
Apprentice	1	1	2
Apprentice Business Support	2		2
Apprentice Electrician		2	2
Apprentice Engineering Craft		2	2
Apprentice Gardener		1	1
Apprentice ICT Assistant		1	1
Apprentice Joiner		1	1
Apprentice Marine Engineer		1	1
Apprentice Plumber		1	1
Apprentice Roadworker		1	1
Apprentice Social Care Worker	6		6
Apprentice Technician	1		1
Electrical Apprentice		1	1
Mechanical Apprentice		1	1
<b>Grand Total</b>	<b>10</b>	<b>13</b>	<b>23</b>

This table shows the development opportunities for apprentices, split by gender. Through our Equal Pay action plan, we are committed to developing programme of work experience and developing advertising materials for careers and recruitment events that will encourage applicants from unrepresented genders for that work area, and will challenge gender norms and stereotyping. This will help us address the gender typical breakdown in our current apprentice cohort. [See 5.8 for more information](#) on Further Action for the Equal Pay Statement.

#### 4.5 Flexible Working Applications

Employees who have at least 26 weeks' continuous service with their employer have the right to make a statutory request to work flexibly. Employees may request to change the hours they work, change the times they are required to work or request to work from home. There are 8 statutory grounds upon which the Council can refuse an employee's request for flexible working.

We do not currently record or report on requests for flexible working; however, as we review the policy we will build in a recording process.

During 2016, there were no grievances or complaints received related to requests for flexible working being denied.

#### 4.6 Leavers

1121 employees left the council during 2015-2016, this is an increase of 232 from 2014-2015. Of the leavers, 23.19 % were male and 73.81% were female. Just over 5.53% declared that they had a disability and 1.34% identified as belonging to an Ethnic Minority Group.



## 5.0 Equal Pay Audit Information

### 5.1 Equal Pay Gap and Occupational segregation

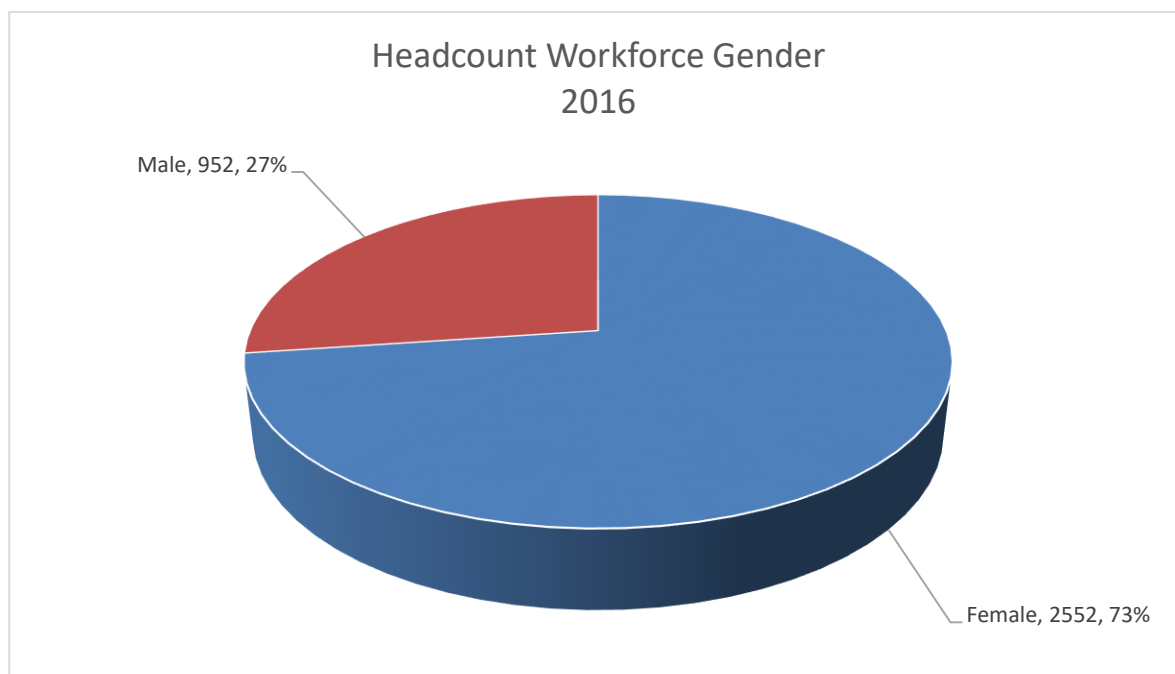
Shetland Islands Council is required to publish the gender pay gap, which is the percentage difference between men's and women's hourly pay, excluding overtime. This information relates to data from the financial year 2015/2016.

In order to establish this figure, and to identify pay inequalities and identify how these can be put right, the Council carried out an equal pay audit.

Data and management information relating to the Audit was processed and produced by the 'Equal Pay Reviewer' software tool using data held by the Council's Payroll and HR system. We also referred to the Public Sector Equality Duty guidance from Close the Gap.

### 5.2 Gender Pay Analysis

Within the scope of the Equal Pay Audit the gender split shows a typical female dominant local authority gender split of 73% female and 27% male.



### 5.3 The Pay Gap

In the assessment of equal pay risk, the Equality and Human Rights Commission (EHRC) advise that any gender pay gap within a defined 'equal pay work set' of greater than 5% is of a concern and action be taken to address this gap. A gap of between 3-5% is cautionary and advises that the reason for this be investigated..

### 5.4 Basic Pay

The Gender Pay Gap based on Basic Pay is 11.21%. This means that on average, men are paid 11.21 % more than women.

## **5.5 Impact of Living Wage**

During September 2014 the Council implemented the Scottish Local Government Living Wage, paid as a supplement. In 2015/16 this affected grades A, B and C. The impact of this on the gender pay gap is very limited, taking it from 11.21% in favour of men to 11.14% in favour of men.

## **5.6 Total Pay (Excluding Non-Overtime)**

If we include all pay elements (Excluding Non-Contractual Overtime), the Gender Pay Gap is 16.23%, this suggests we have pay elements which are paid to men and not women. During 2017 we will carry out further research on the impact of wider terms and conditions on the gender pay gap.

## 5.7 Occupational Segregation

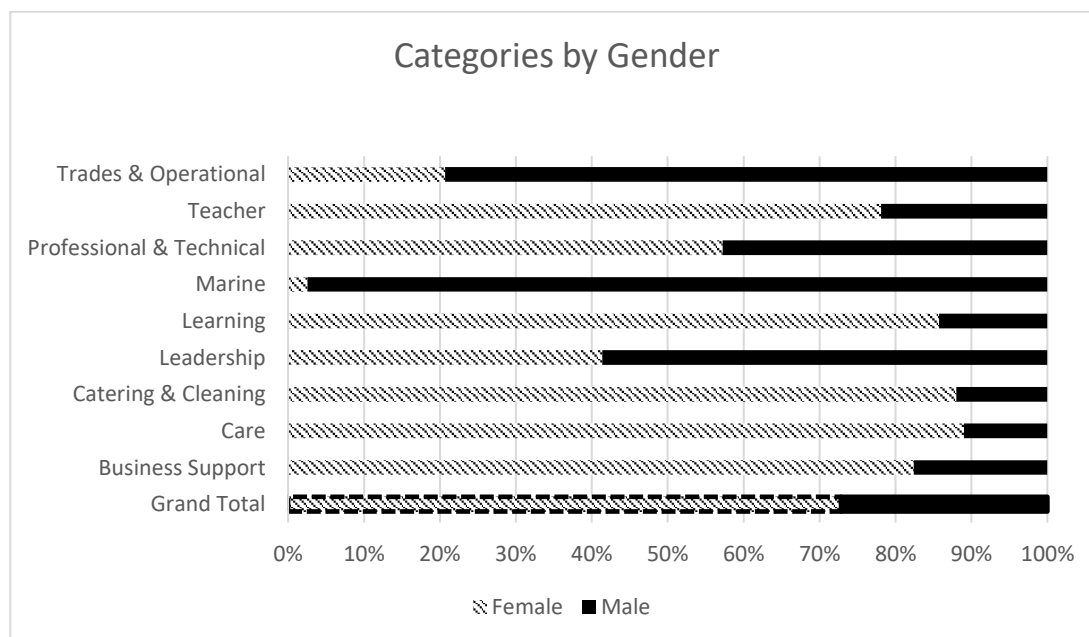
In order to further analyse Occupational Segregation we grouped our posts into broad categories as detailed below:

- Business Support
- Care
- Catering & Cleaning
- Leadership
- Learning
- Marine
- Professional
- Teacher
- Trades & Operational

The object of this was to identify areas which are heavily populated by one gender and consider some actions to improve the gender balance.

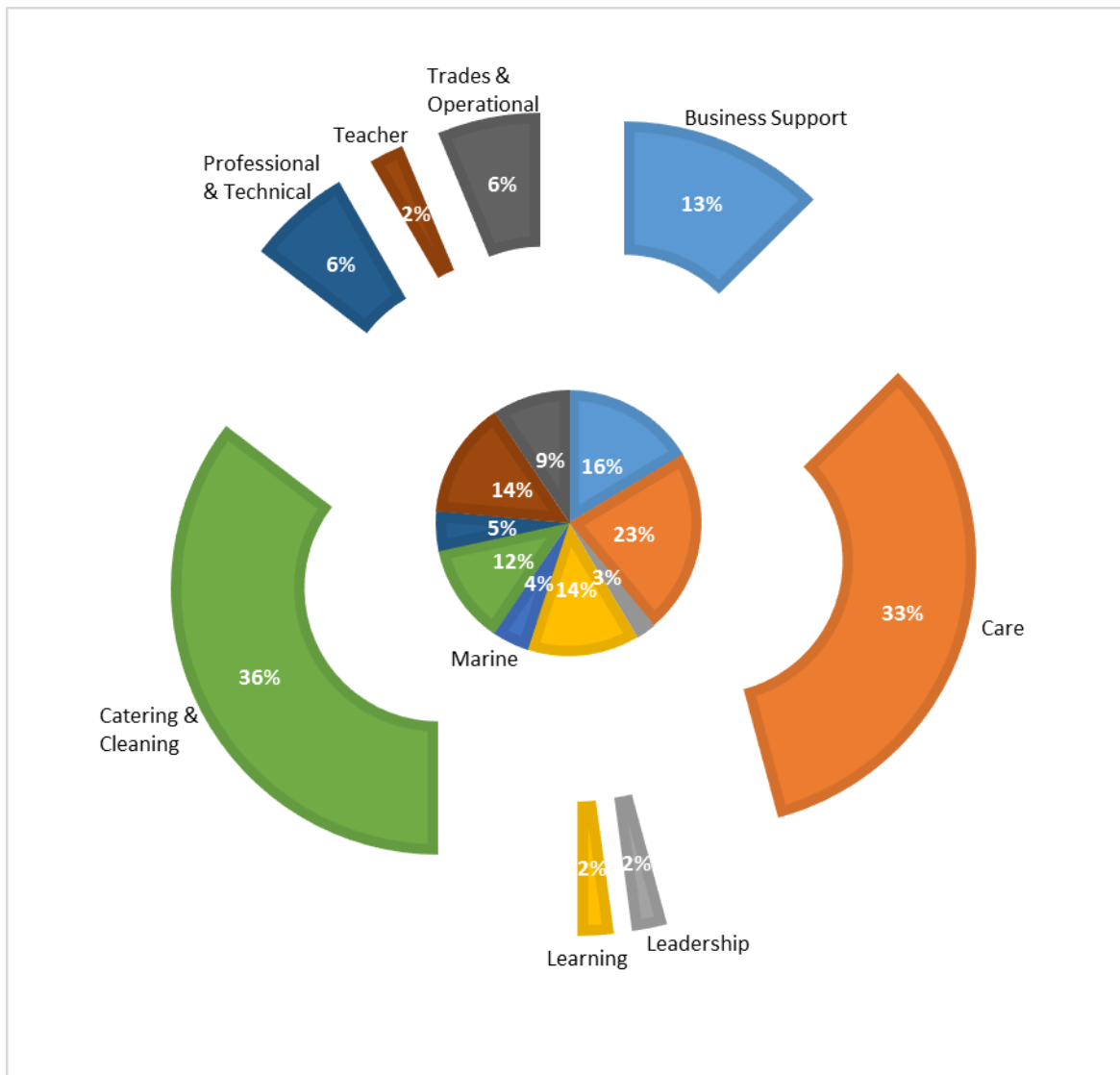
In the chart below, you can see that the areas which are predominately male are Marine, and Trades & Operational while Leadership is made up of 59% Male and 41% Female. In the other categories Females the predominate gender. We can draw from this that more work is required to encourage females into Marine, and Trades & Operational roles within the Council. Through our **Equal Pay Statement action plan**, we are committed to actions to address this, including:

- Monitor and review occupational segregation and take positive action to address it in partnership with schools, colleges, and other partners involved in training, skills development and employability, and through focussed development opportunities and mentoring schemes;
- Gather evidence of the impact of caring responsibilities on the workforce, to identify whether career and pay progression is being adversely affected and set appropriate objectives for remedial action;



### 5.7.1 Ethnic Minority Group (EMG) within each Broad Category:-

In analysing the categories by Ethnic Minority Group (EMG), we created this chart. The centre categories demonstrate the percentage of the total workforce population by broad occupational category. The outer layer is the proportion of EMG staff within each occupational category. This shows that employees identifying as an ethnic minority group are over-represented in the Care and Catering & Cleaning category, and under-represented in teaching, learning, and marine.



## 5.8 Equal Pay Audit - Actions

Taking account of the data identified through the Equal Pay audit, and dialogue through the Council's Consultative Committees, a number of actions have been identified. These are being taken forward in the Human Resources Service Plan in 2017/18:

Action
1. Develop a programme of work experience, in tandem with the Schools service and Shetland College that provides opportunities across the Council for young people in work areas that challenge gender norms and stereotyping, for example for females in the marine sector;
2. Develop advertising materials including for careers and recruitment events and pre recruitment experience such as shadowing opportunities focussed on encouraging more applicants from the unrepresented gender for that work area, for example, males into care;
3. Specify and carry out research into barriers in significantly occupationally segregated roles to establish if there are changes in job design, career grades, availability of flexible working opportunities etc, in for example ferry deckhands in remote areas, explore remedial action and implement where this addresses the gap if it does not disproportionately negatively impact on meets service delivery;
4. Carry out further research on recruitment data to identify drop off points for the relevant under represented gender applicants and whether there are practices happening such as over specification of qualifications/experience, assumptions from gender stereotyping etc, and develop remedial actions, for example amendments to recruitment and selection training;
5. Complete the transition to 3rd Edition of the SJC Job Evaluation Scheme including Undertaking Higher duties and honoraria payments and Market forces;
6. Take positive action to develop and encourage females for management and senior roles at Team Leader level;
7. Carry out further research, including an Equality Impact Assessment of wider terms and conditions given the increased gender pay gap when all allowances are included;
8. Complete regular reviews of overtime and staffing levels as required in the Overtime and TOIL policy and procedure;
9. Review flexible working policies and practices and recommend/implement changes to ensure these address barriers to occupational segregation, both horizontal and vertical.