



EQUALITY MONITORING DATA REPORT 2021-22



HISTORIC
ENVIRONMENT
SCOTLAND

ÀRAINNEACHD
EACHDRAIDHEIL
ALBA



ANNEX B- WORKFORCE EQUALITY MONITORING

DATA ANALYSIS COMMENTARY

This section of the report provides an overview of our equality and diversity employment monitoring data for 2021 and 2022. It covers age, disability, pregnancy and maternity, race, gender reassignment, marriage or civil partnership status, religion or belief, sex, and sexual orientation. Our people included in this report are those on payroll with us as at the monitoring date of 31st December each year.

Information is published in accordance with the Data Protection Act 1998 and does not identify individuals, and information about groups of people fewer than ten is suppressed to protect anonymity. Our workforce headcount in 2021 was 1,420 and in 2022 was 1,502. Information is published in percentages only. Information is only reported on colleagues paid through our payroll and excludes Board Members, Agencies and Contractors.

In terms of data quality, we encourage our staff to provide equality monitoring data. Supplying this information is voluntary, and individuals can choose what they wish to declare. We do include a 'prefer not to say' option against all monitoring questions. In 2022 we completed a restructure; the data provided is based on the new Directorates for both 2021 and 2022. We are preparing to carry out a self-declaration exercise to encourage our people to use the new self-service portal and update their records.

HES STAFF ARE
ENCOURAGED TO
PROVIDE EQUALITY
MONITORING DATA



SCOPE OF REPORT

- This report provides an overview of our equality and diversity employment monitoring data for 2021 and 2022.
- It covers age, disability, pregnancy and maternity, race gender reassignment, marriage or civil partnership status, religion or belief, sex and sexual orientation.
- Our people included in this report are those on payroll as at the monitoring date of 31st December each year.
- In terms of data quality, we encourage our staff to provide equality monitoring data.
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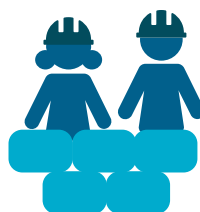
INTERPRETING THE DATA

- Information is published in accordance with the Data Protection Act 1998 and does not identify individuals.
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- Information is published in percentages only.
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PROGRESS AGAINST OUR EQUALITY OUTCOMES 2021-2025

Our Equalities Outcomes for 2021-25 are that we will attract, recruit and develop a diverse Board, workforce and volunteer base.

- Board gender representation is 6:4 with a male Chairperson. Other equality information is not known within our Board as this is held with Public Appointments Scotland as part of the recruitment process.
- Our female:male workforce ratio is 48:52. 81% of our workforce have declared their ethnic origin. 2% of people have self-declared a disability. 20% of people have provided us with information relating to sexual orientation/identity.
- Our gender pay gap remains low.
- We have closed the gap on the disability and ethnicity pay gaps.
- We are recognised as a Disability Confident Employer.
- We have retained our Healthy Working Lives Gold award.
- We have achieved Carer Positive Established employer status.
- We have provided dedicated recruitment training across the organisation and launched our inclusive recruitment toolkit to provide additional support and guidance for recruiting managers.
- We have actively supported the employee networks and have recently established the 'Thinking Differently' Network.



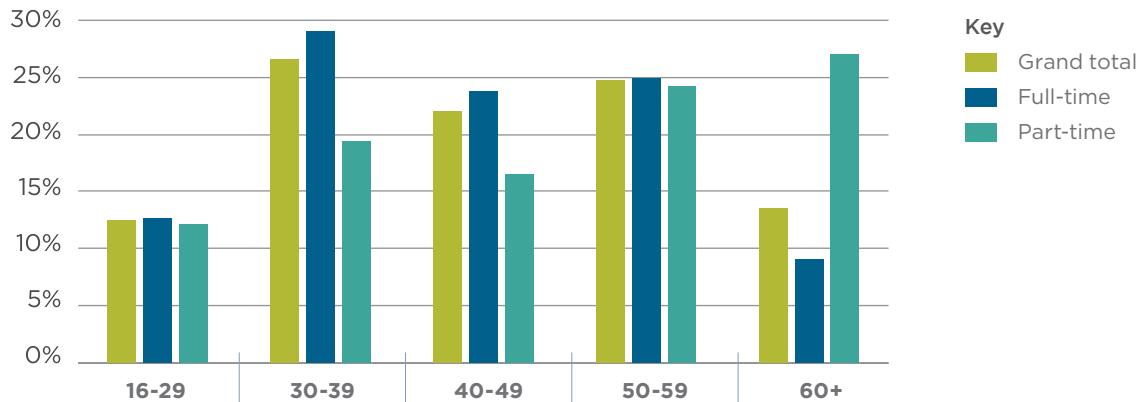
OUR FEMALE TO MALE
WORKFORCE RATIO IS

48:52

EMPLOYEE AGE PROFILES FOR 2021 AND 2022

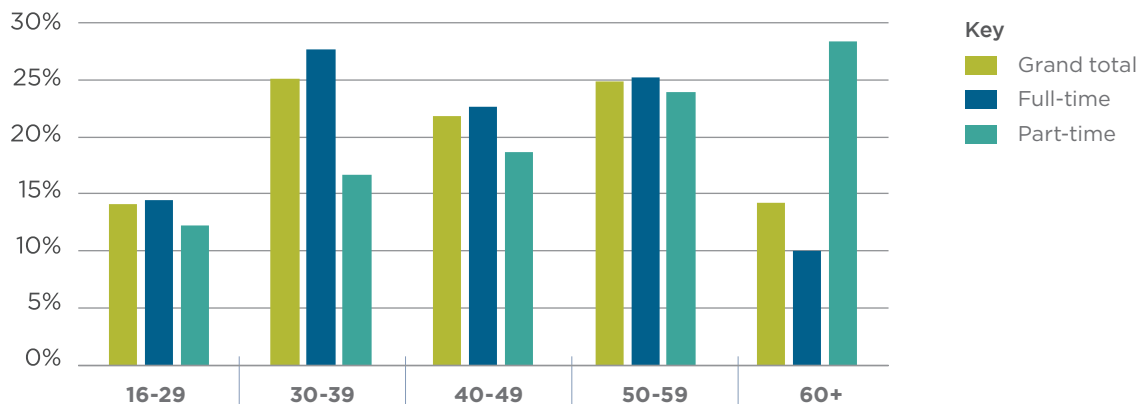
AGE AND WORK PATTERN

2021



	16-29	30-39	40-49	50-59	60+
Grand total	12.61%	26.83%	22.11%	24.86%	13.59%
Full-time	12.75%	29.24%	23.90%	25.02%	9.09%
Part-time	12.18%	19.55%	16.71%	24.36%	27.20%

2022

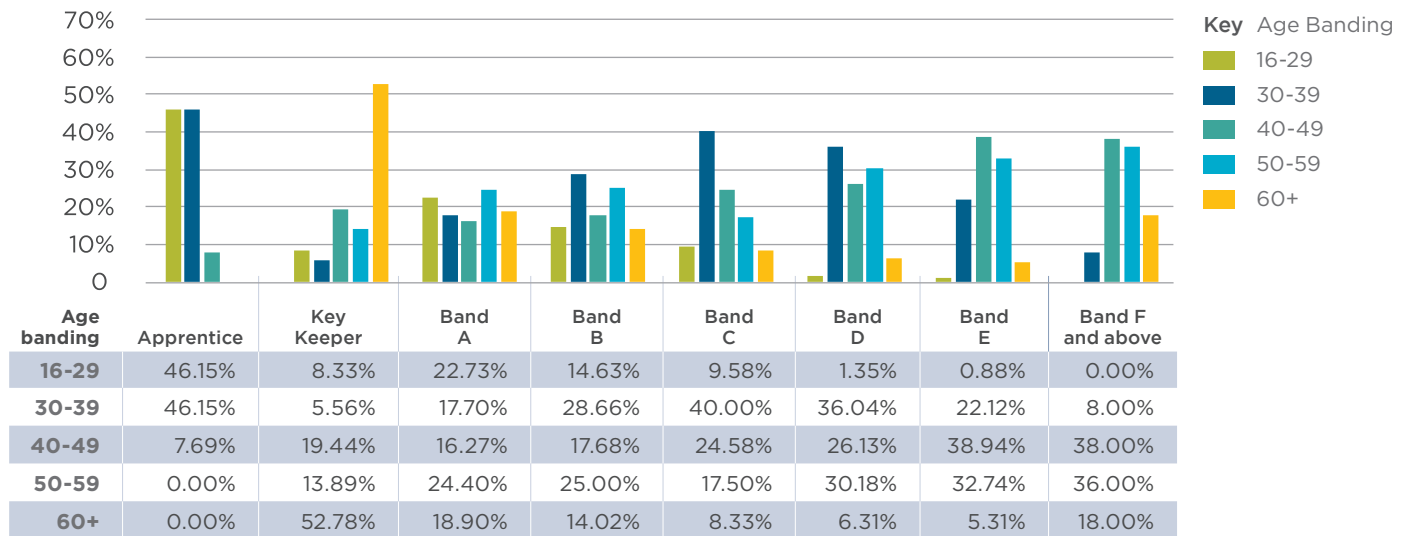


	16-29	30-39	40-49	50-59	60+
Grand total	14.11%	25.03%	21.77%	24.83%	14.25%
Full-time	14.46%	27.62%	22.68%	25.19%	10.04%
Part-time	12.28%	16.67%	18.71%	23.98%	28.36%

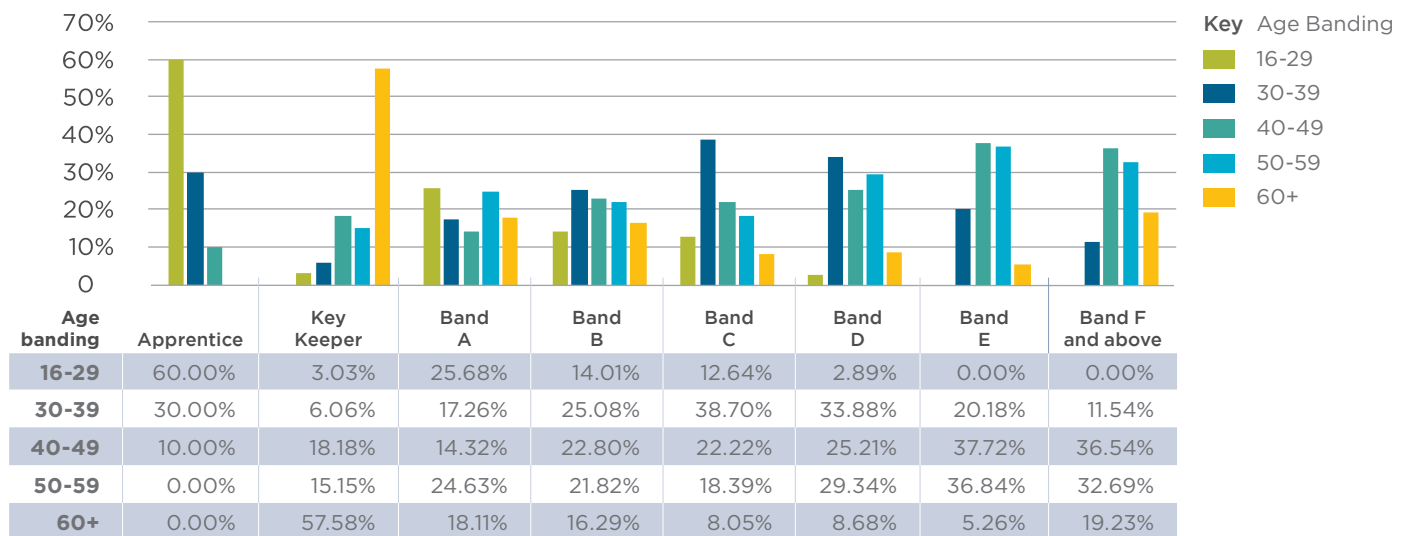
EMPLOYEE AGE PROFILES FOR 2021 AND 2022

AGE AND BAND

2021



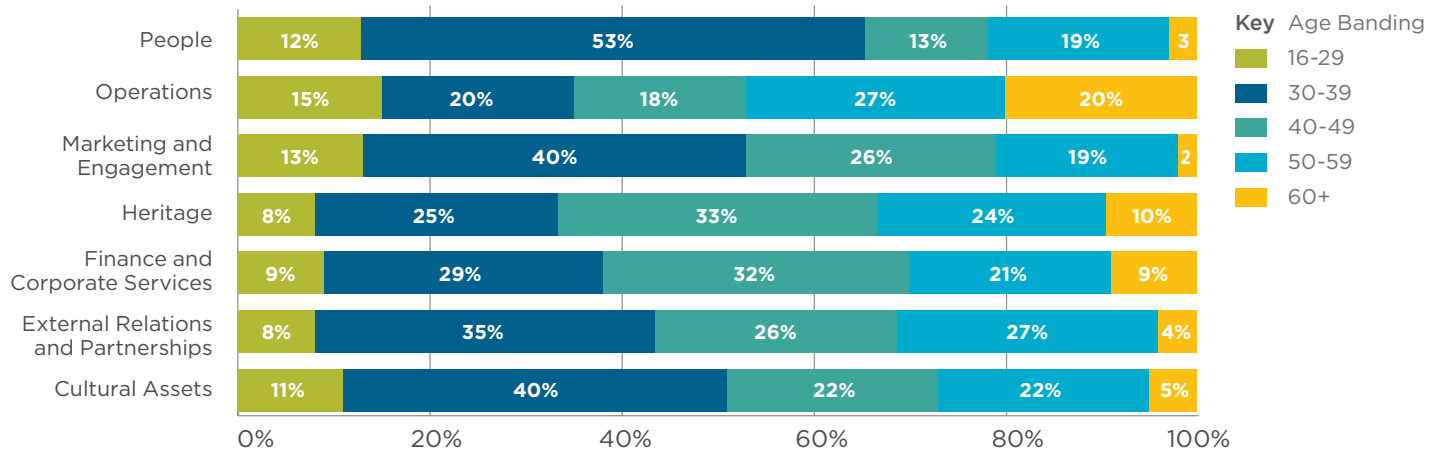
2022



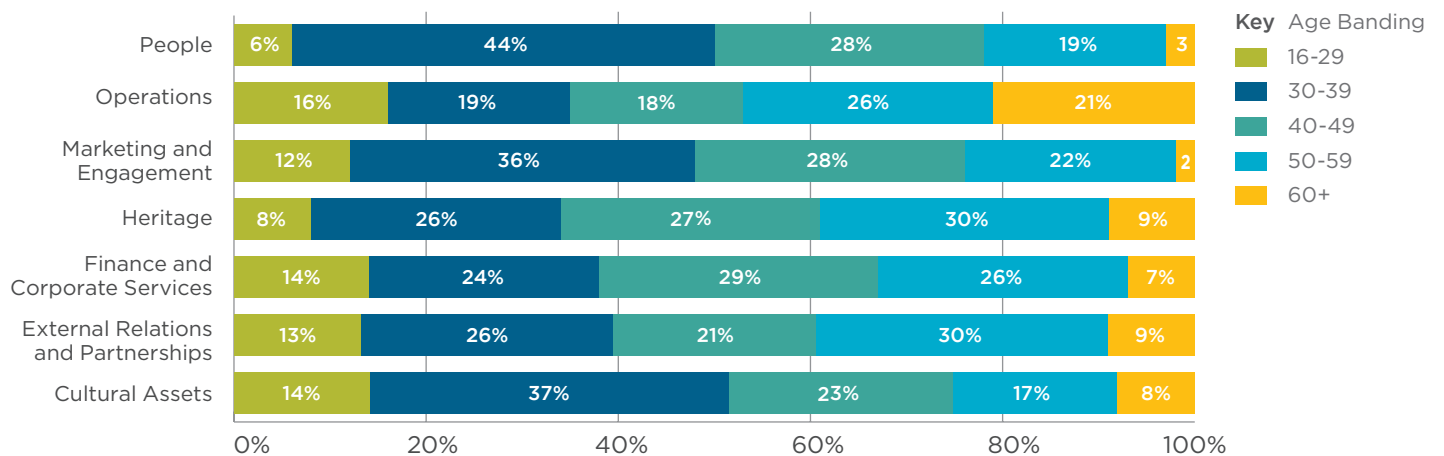
EMPLOYEE AGE PROFILES FOR 2021 AND 2022

AGE BY DIRECTORATE

2021



2022



AGE COMMENTARY

- Stable comparison overall.
- Our 16-29 age profile is underrepresented.
- Our Skills Investment Plan, continues to enable us to work with others across the sector to create training pathways.
- Recovery from the COVID-19 pandemic has slowed the increase in number of apprentice roles.

AGE ACTIONS TO CONSIDER

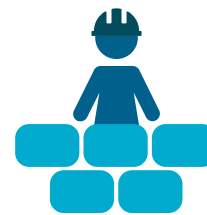
- Explore further opportunities to provide pathways for young people to work in HES.
- Continue to work towards the 5% skills experience roles across HES.
- All Directorate recruitment campaigns should be informed by the diversity profile to identify potential for positive targeted action.
- Include apprentice roles as a key output of Strategic Workforce Planning.
- Share data with HES Youth Forum and discuss ideas/suggestions.



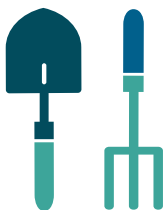
11 Internships



9 Traditional Skills
Craft Fellows



40 Apprentice Stonemasons
17 HES + 23 private sector



4 Apprentice Gardeners



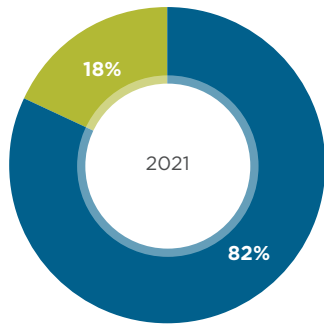
1 Apprentice Painter



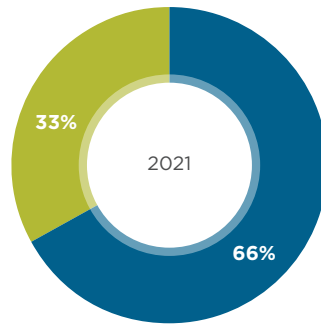
9 Tourism Apprentices

EMPLOYEE LEGAL GENDER PROFILES FOR 2021 AND 2022

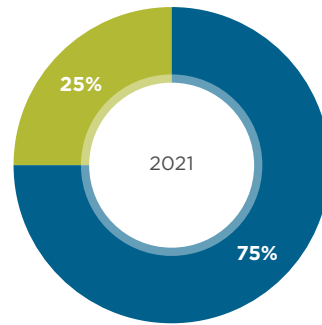
Female profile



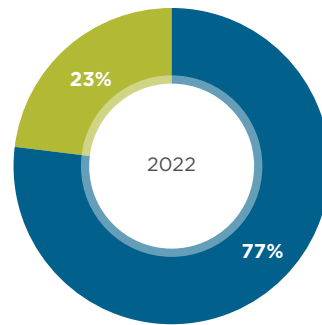
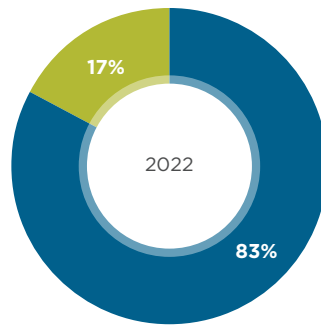
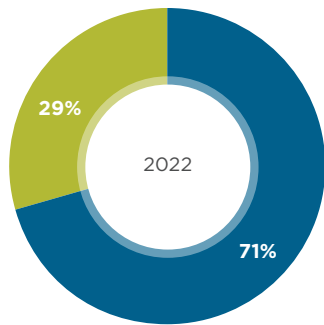
Male profile



All colleague profile



Key
■ Part-time
■ Full-time

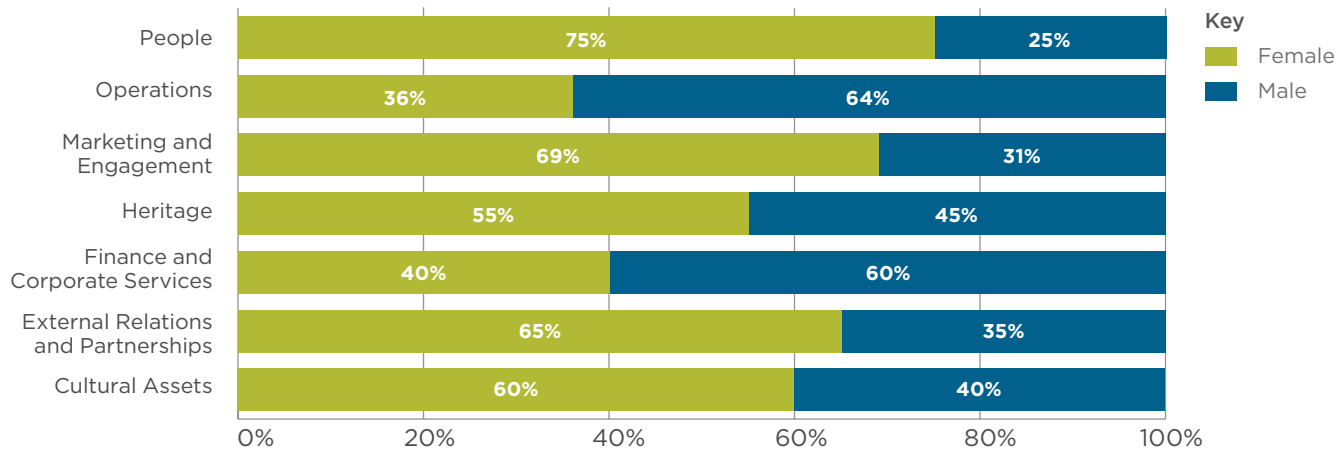


HES PROVIDE
 ACCESS TO A RANGE
 OF SERVICES FOR
 A POSITIVE WORK
 LIFE BALANCE

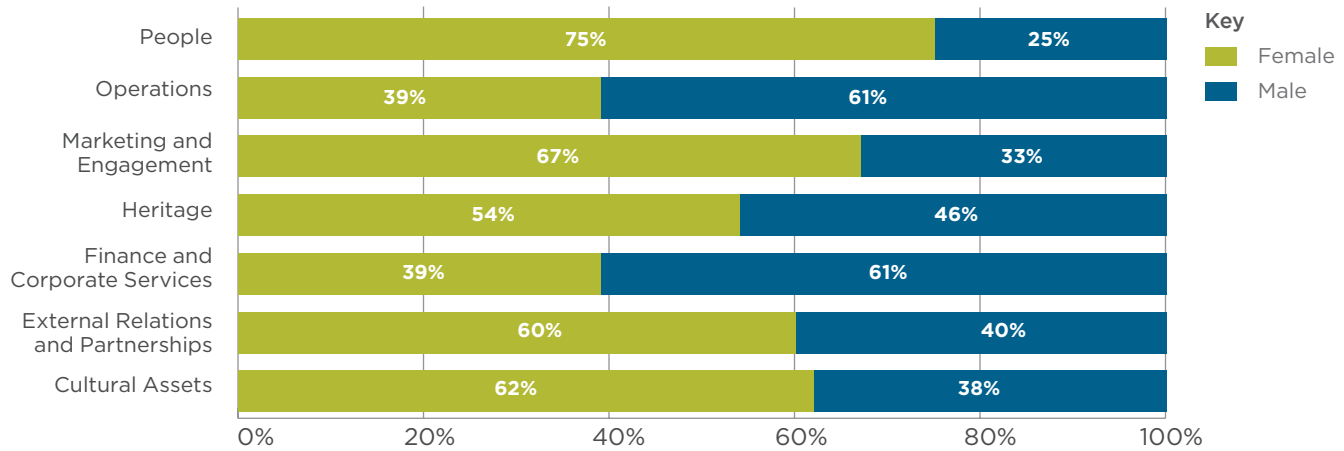
EMPLOYEE LEGAL GENDER PROFILES FOR 2021 AND 2022

BY DIRECTORATE

2021



2022



Balanced directorates:

- Heritage

Higher proportion of males:

- Operations
- Finance and Corporate Services

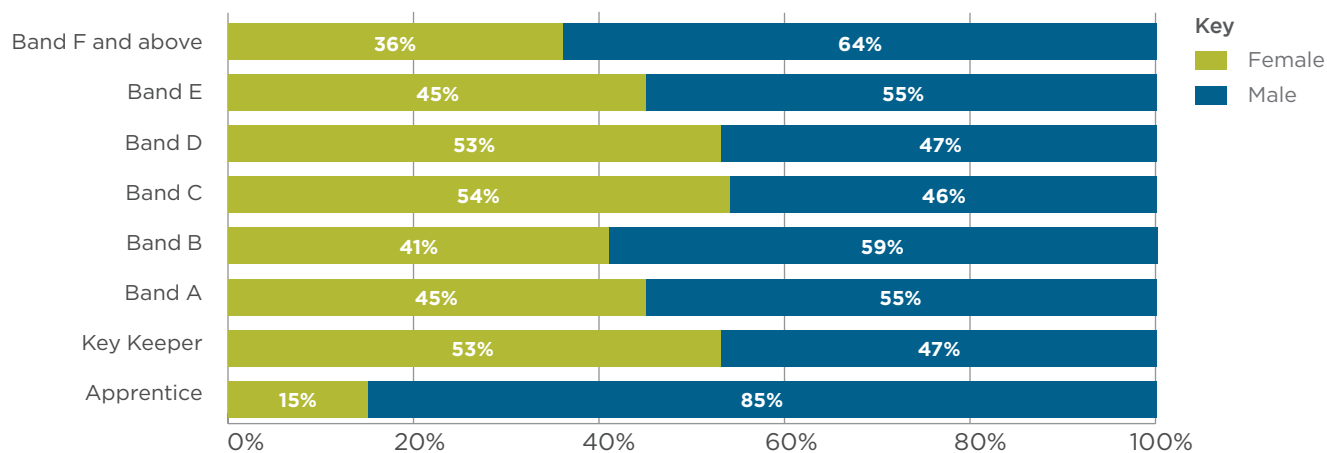
Higher proportion of females:

- People
- Marketing and Engagement
- External Relations and Partnerships
- Cultural Assets

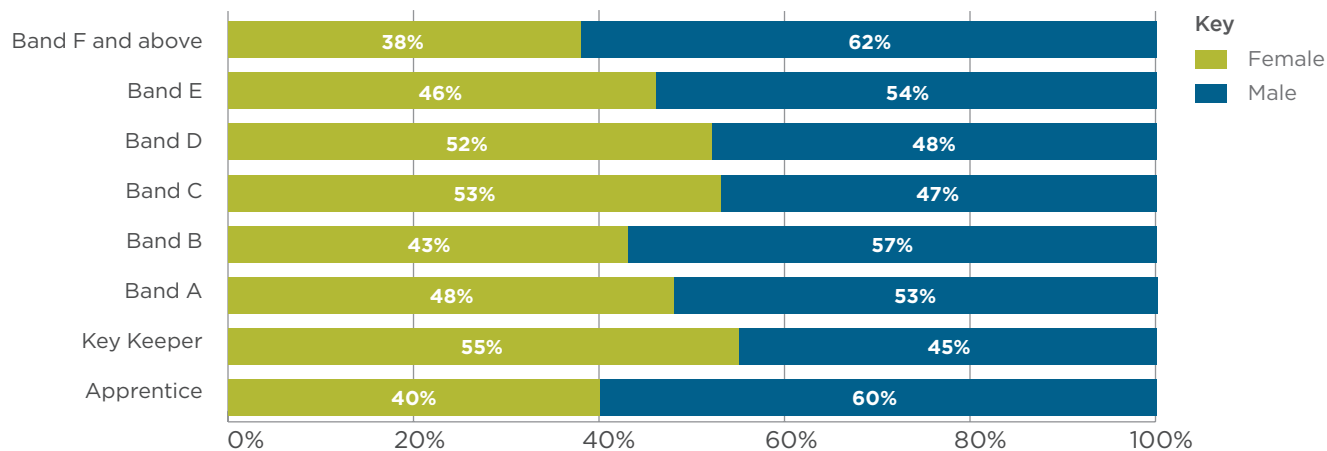
EMPLOYEE LEGAL GENDER PROFILES FOR 2021 AND 2022

EMPLOYEE PROFILE BY PAY BAND

2021



2022



Balanced pay bands:

- Band E
- Band D
- Band C
- Band A
- Key Keeper

Higher proportion of males:

- Band F and above
- Band B
- Apprentice

Higher proportion of females:

- None

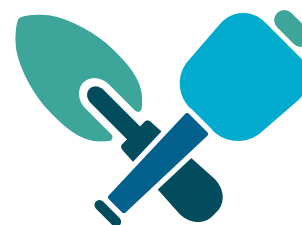
PROFILE COMMENTARY

- Stable comparison overall.
- Some Directorates have higher proportions of male/female employees.
- Part time working pattern is predominately female although this gap has closed by the end of 2022.
- 2021 apprentices by female/male 15%:85%
- 2022 apprentices by female/male 40%:60%
- The overall gender gap for HES has reduced by 2% and now sits at 48% female vs 52% male.

PROFILE ACTIONS TO CONSIDER

- All Directorate recruitment campaigns should be informed by the diversity profile to identify potential for positive targeted action.
- Continue to explore opportunities to bring females through the traditional skills route.
- Continue the 'working flexibly' project.
- Share this data with the Employee network groups.

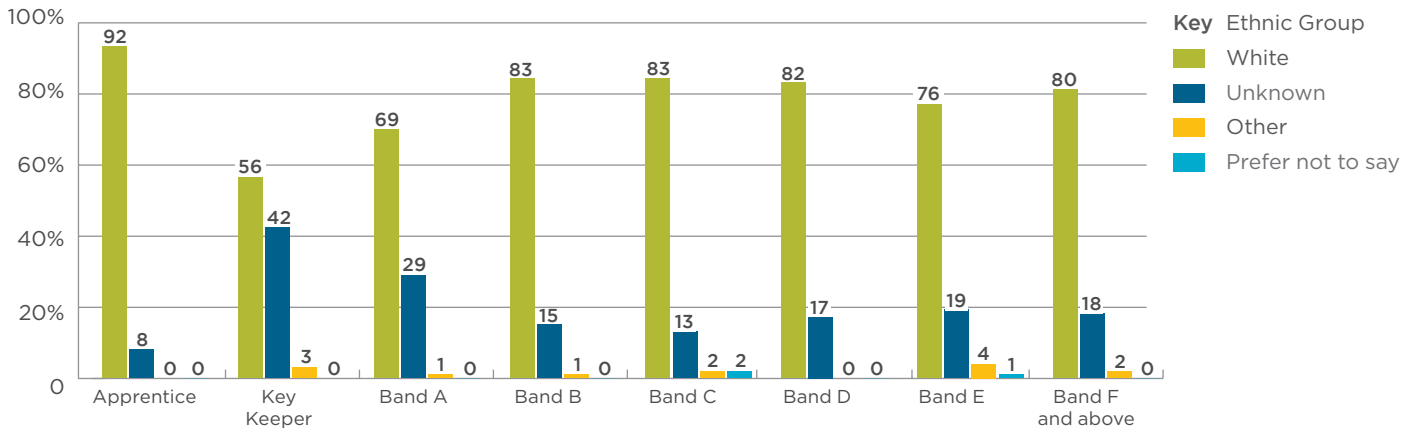
2022 APPRENTICES
BY FEMALE/MALE
40%:60%



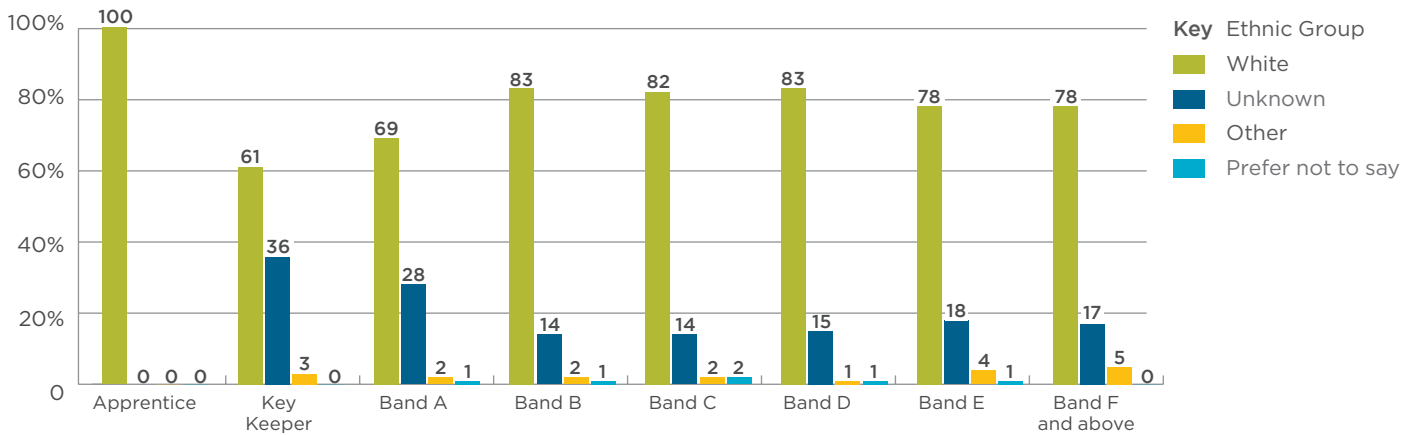
EMPLOYEE ETHNICITY PROFILES FOR 2021 AND 2022

ETHNICITY BY PAY BAND

2021



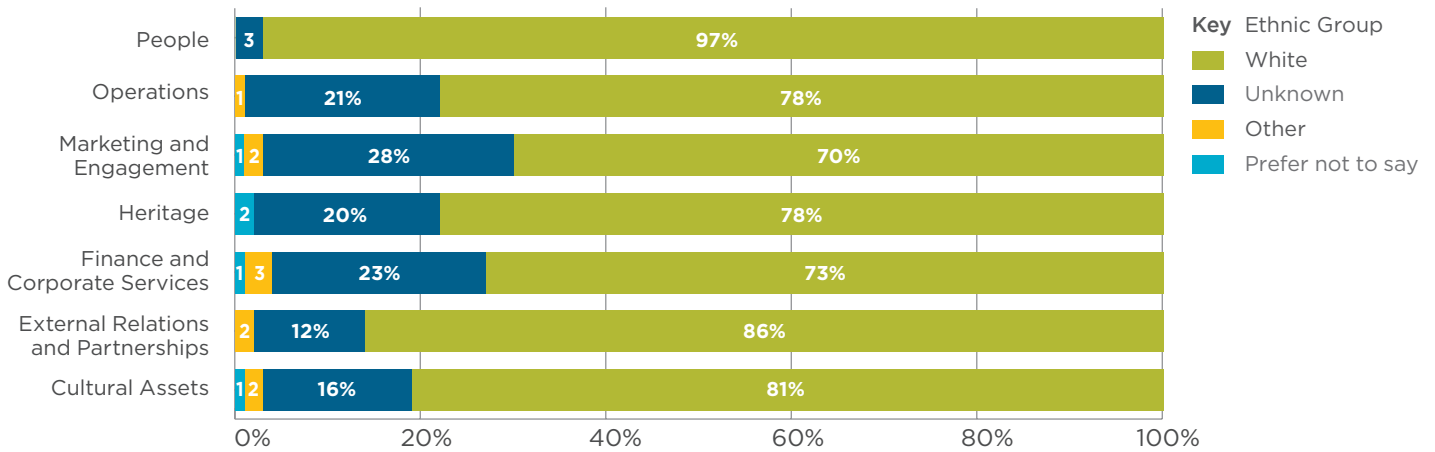
2022



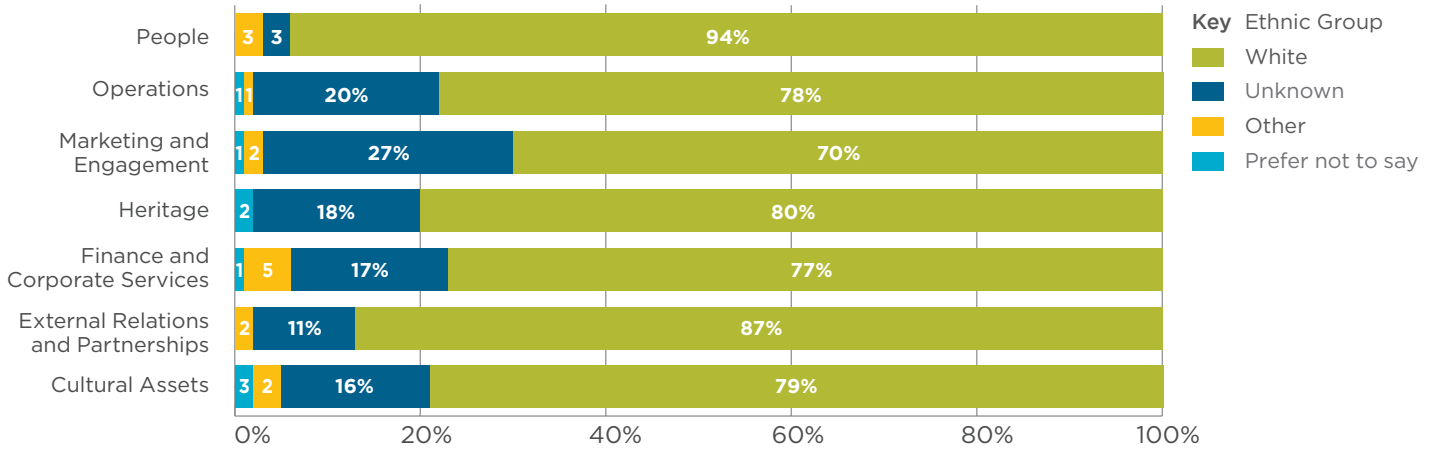
EMPLOYEE ETHNICITY PROFILES FOR 2021 AND 2022

ETHNICITY BY DIRECTORATE

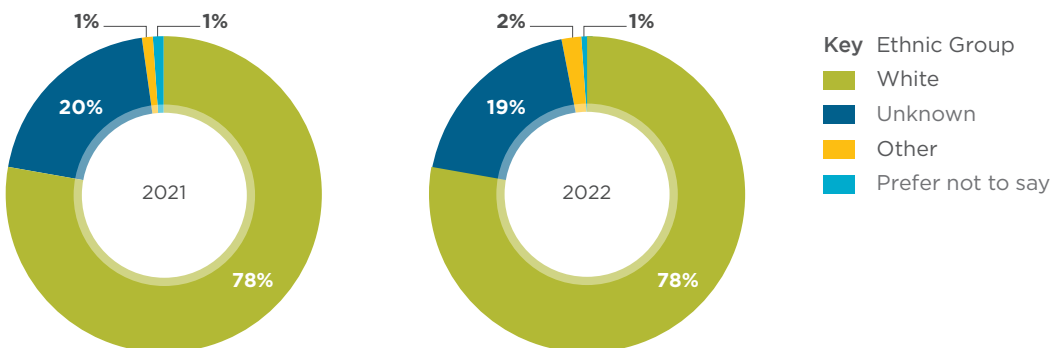
2021



2022



Employee Ethnicity Profiles



ETHNICITY COMMENTARY

- The numbers ethnic minorities staff remains low.
- Our data breakdown will inform our use of positive targeted action to improve our diversity.
- There was a 3% increase in ethnic minority colleagues at band F and above.
- We continue to have no declared ethnic minority colleagues at apprentice level.

ETHNICITY ACTIONS TO CONSIDER

- Self declaration exercise to be carried out and all staff encouraged to complete Oracle fusion self service portal information.
- All Directorate recruitment campaigns should be informed by the diversity profile to identify potential for positive targeted action.
- Make use of positive action for training roles e.g. targeted advertising to ethnic minority and/or Disabled communities.
- Continue to work with partners e.g. Next Step Initiative and Inclusion Scotland.
- Share this data with Equity Forum.

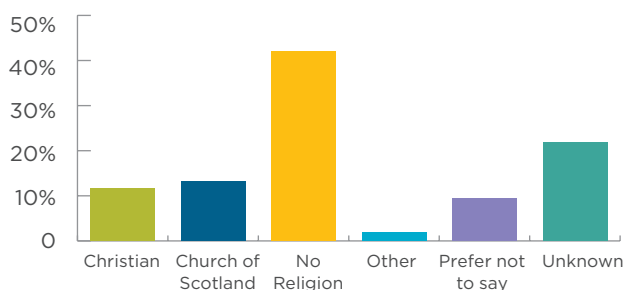


DELIVERING SCOTLAND'S HISTORIC ENVIRONMENT STRATEGY

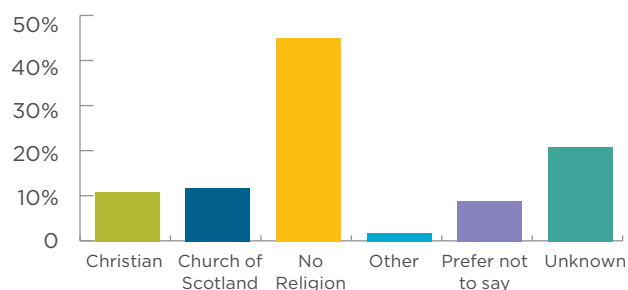
EMPLOYEE RELIGIOUS/BELIEF PROFILES FOR 2021 AND 2022

ALL EMPLOYEE RELIGION OR BELIEF

2021



2022

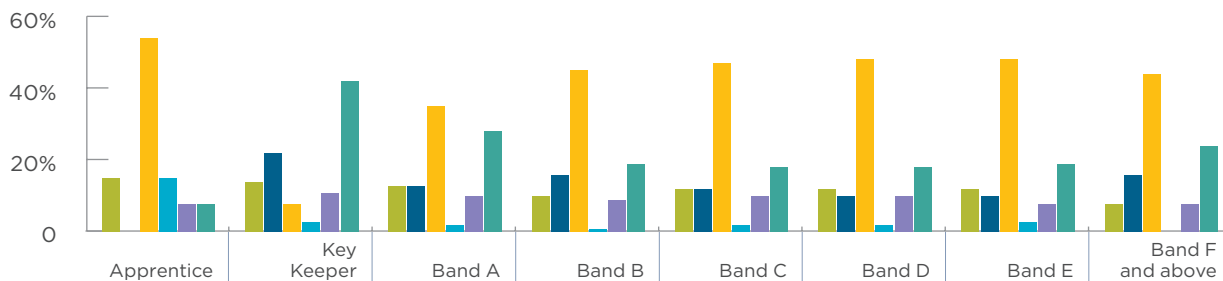


Key Religion or belief

- Christian
- Church of Scotland
- No Religion
- Other
- Prefer not to say
- Unknown

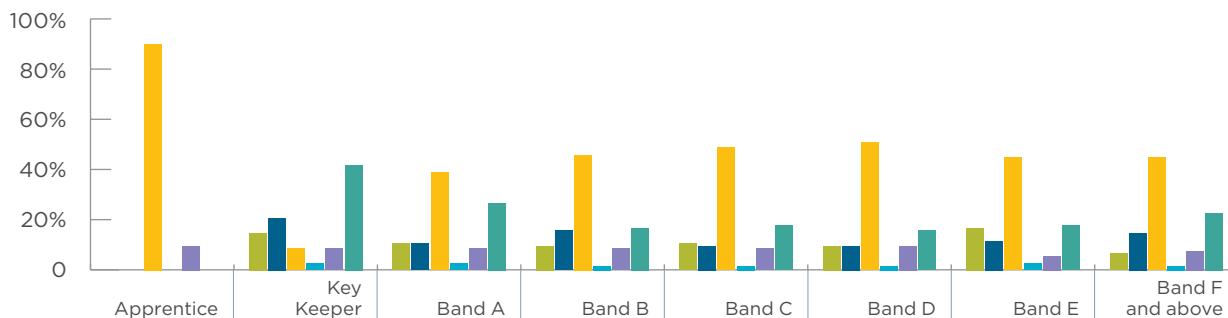
RELIGION BY PAY BAND

2021



Religion or belief	Apprentice	Key Keeper	Band A	Band B	Band C	Band D	Band E	Band F and above
Christian	15%	14%	13%	10%	12%	12%	12%	8%
Church of Scotland	0%	22%	13%	16%	12%	10%	10%	16%
No Religion	54%	8%	35%	45%	47%	48%	48%	44%
Other	15%	3%	2%	1%	2%	2%	3%	0%
Prefer not to say	8%	11%	10%	9%	10%	10%	8%	8%
Unknown	8%	42%	28%	19%	18%	18%	19%	24%

2022



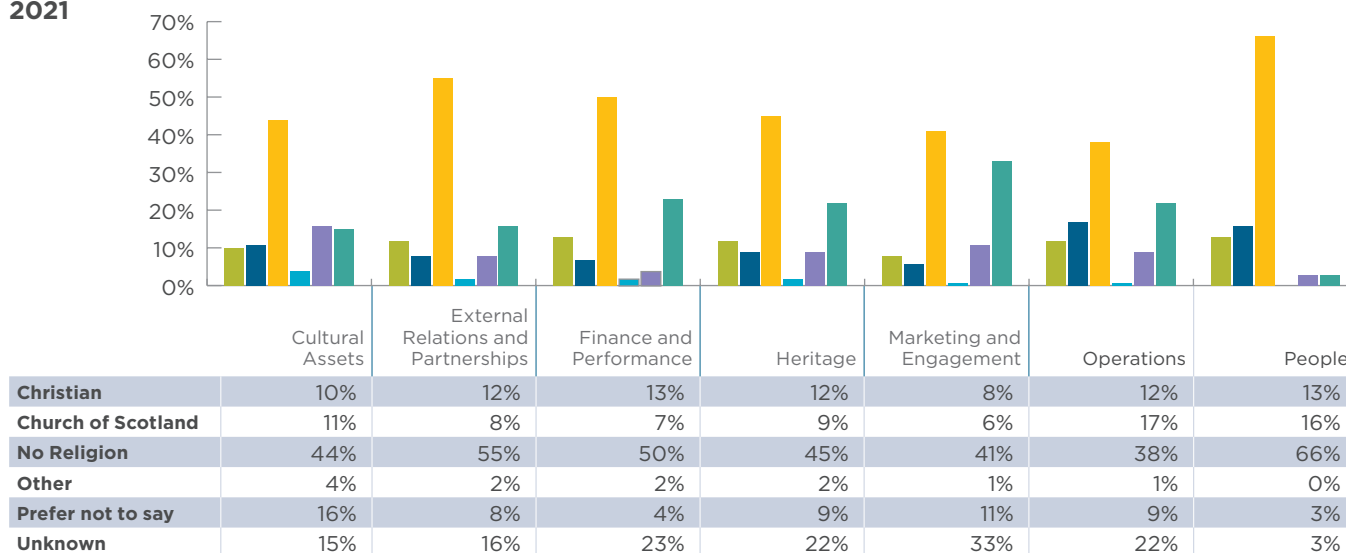
Religion or belief	Apprentice	Key Keeper	Band A	Band B	Band C	Band D	Band E	Band F and above
Christian	0%	15%	11%	10%	11%	10%	17%	7%
Church of Scotland	0%	21%	11%	16%	10%	10%	12%	15%
No Religion	90%	9%	39%	46%	49%	51%	45%	45%
Other	0%	3%	3%	2%	2%	2%	3%	2%
Prefer not to say	10%	9%	9%	9%	9%	10%	6%	8%
Unknown	0%	42%	27%	17%	18%	16%	18%	23%

EMPLOYEE RELIGIOUS/BELIEF PROFILES FOR 2021 AND 2022

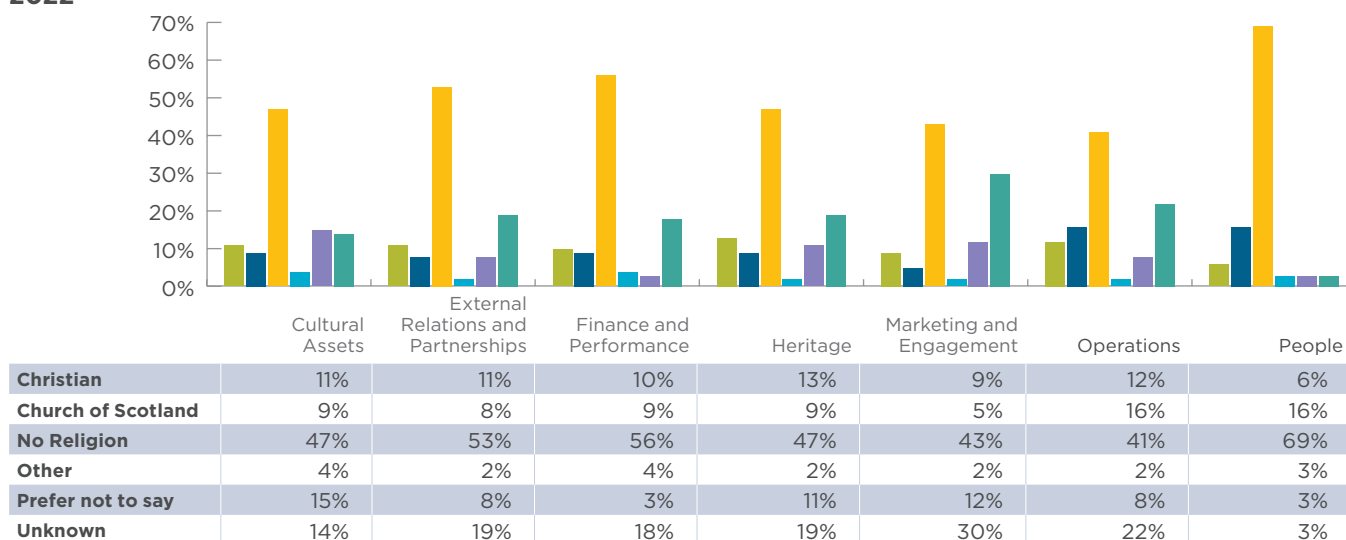
RELIGION AND PAY DIRECTORATE



2021



2022



RELIGION COMMENTARY

- Data remains stable across all variations religion data breakdown.
- Majority of employees identify as having no religion.

RELIGION ACTIONS TO CONSIDER

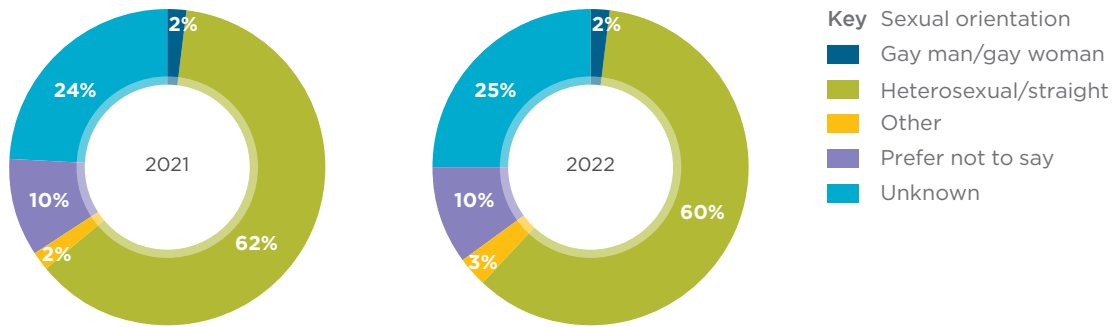
- Annual self declaration exercise to be carried out and all staff encouraged to complete Oracle fusion self service portal information.
- We will continue to work on the data in/data out developments as the new system is embedded.
- Explore the reporting of social diversity for the year ahead.
- Share with Equity Forum.

**THE MAJORITY
OF EMPLOYEES
IDENTIFY AS HAVING
NO RELIGION**



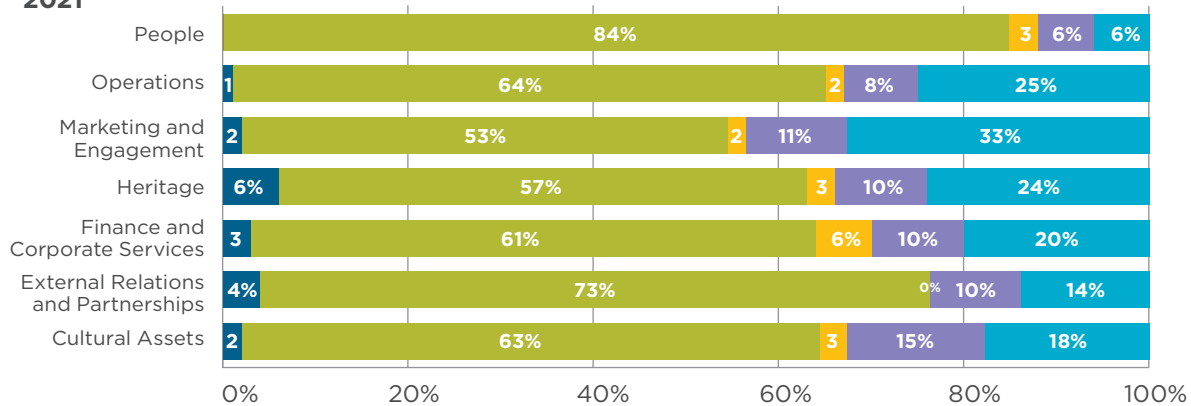
EMPLOYEE SEXUAL ORIENTATION PROFILES FOR 2021 AND 2022

TOTAL EMPLOYEES - SEXUAL ORIENTATION

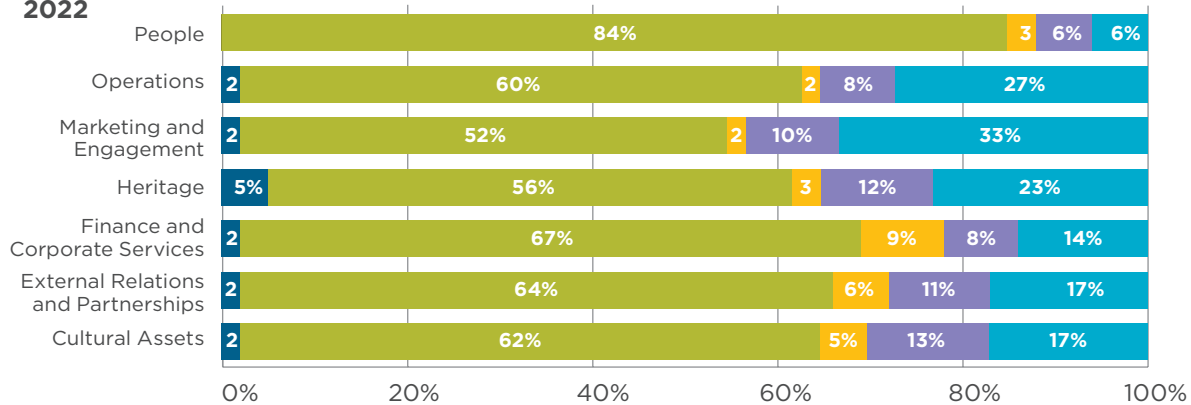


SEXUAL ORIENTATION BY DIRECTORATE

2021



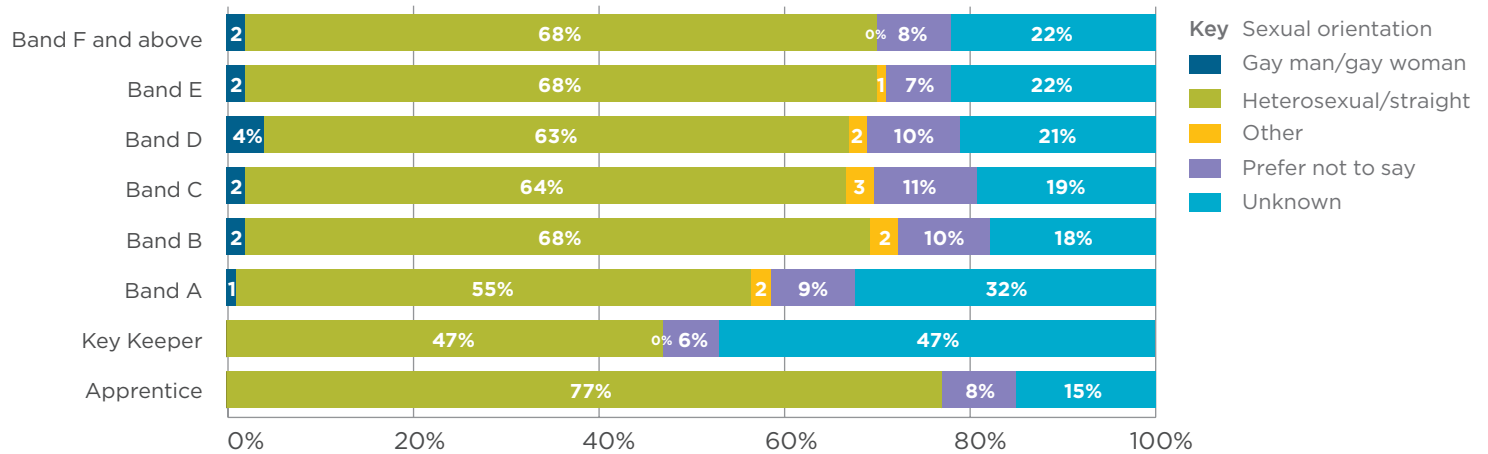
2022



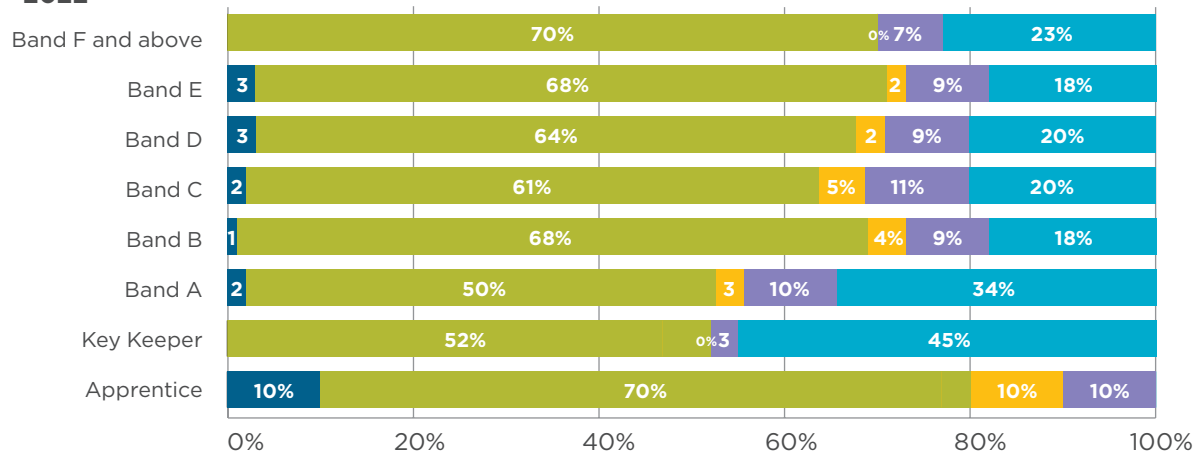
EMPLOYEE SEXUAL ORIENTATION PROFILES FOR 2021 AND 2022

SEXUAL ORIENTATION BY PAY BAND

2021



2022



SEXUAL ORIENTATION COMMENTARY

- Data remains stable across all variations of data breakdown.
- 25% of colleagues have not yet made a declaration.
- Key Keepers have a higher % of undeclared.

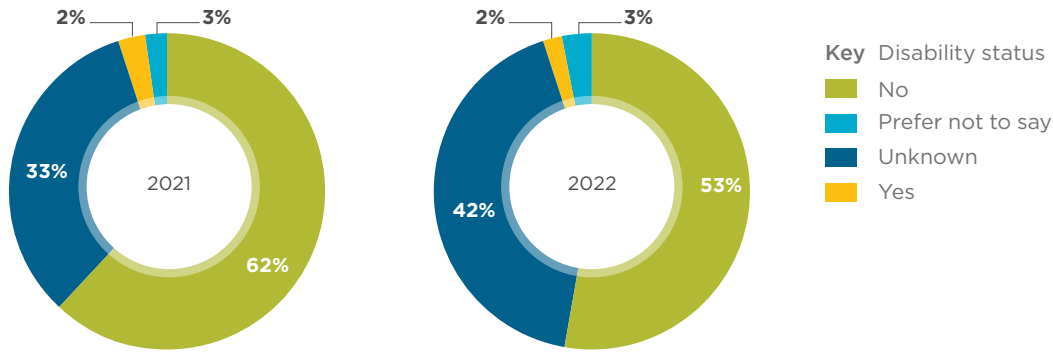
SEXUAL ORIENTATION ACTIONS TO CONSIDER

- Self declaration exercise to be carried out and all staff encouraged to complete Oracle fusion self service portal information specifically for gender identity.
- All Directorate recruitment campaigns should be informed by the diversity profile to identify potential for targeted action.
- Explore option of giving Key Keepers access to fusion to allow for self declaration. Share data and engage the LGBT+ network.



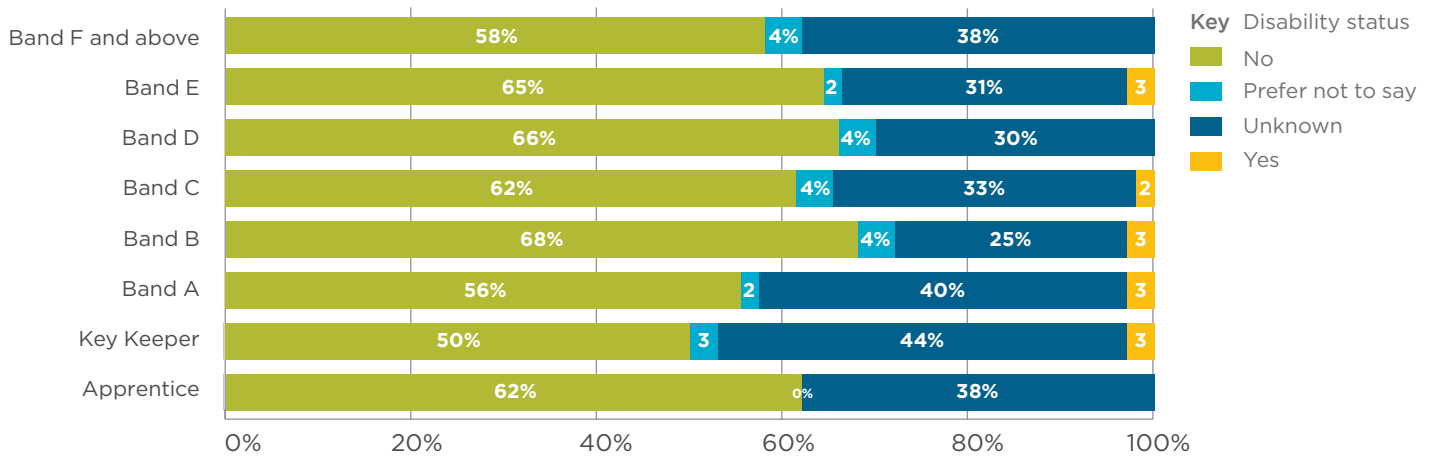
EMPLOYEE DISABILITY PROFILES FOR 2021 AND 2022

Employees and disabilities

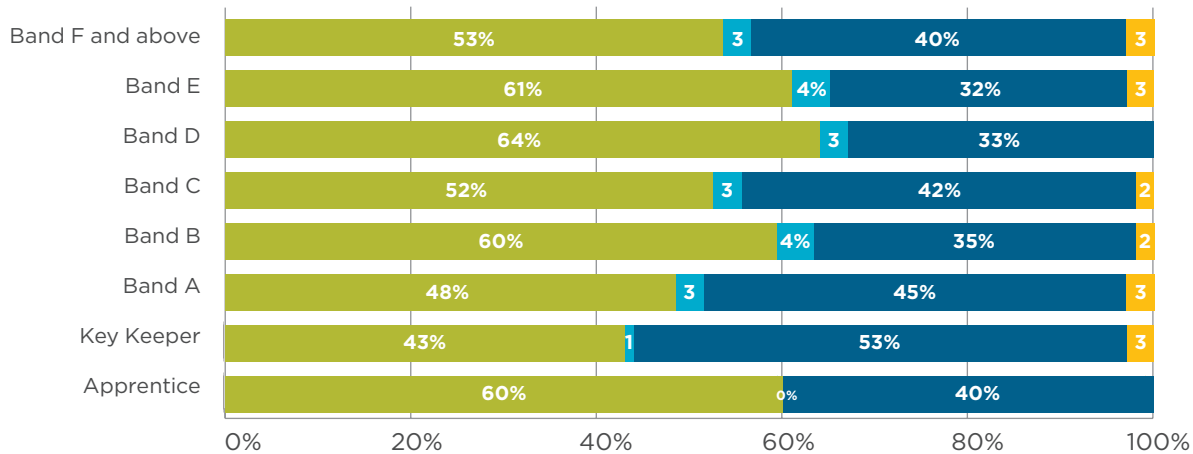


Employee disability and pay band

2021



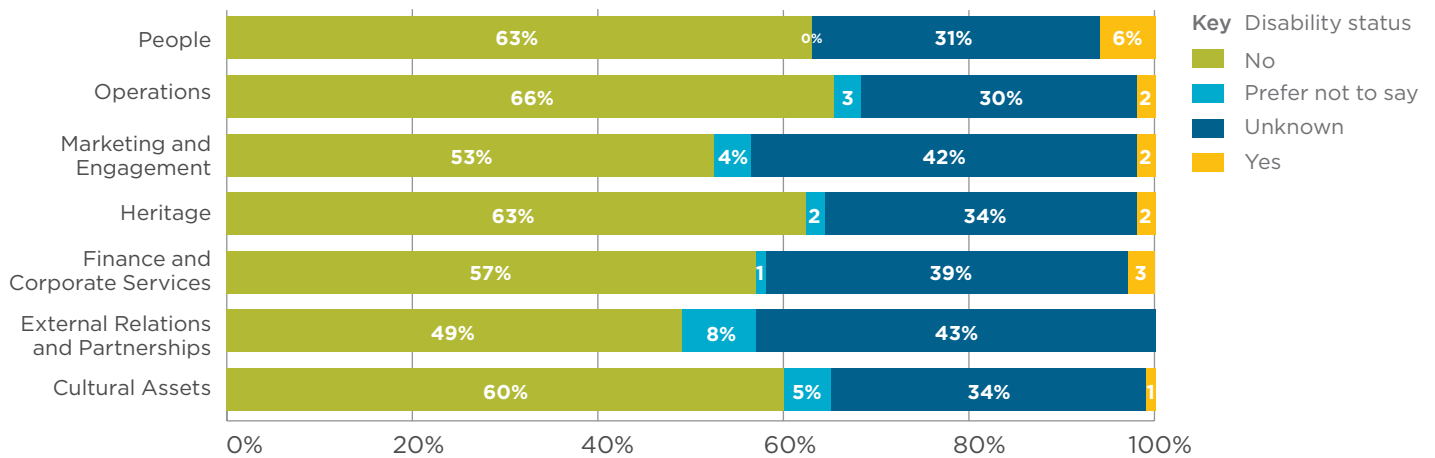
2022



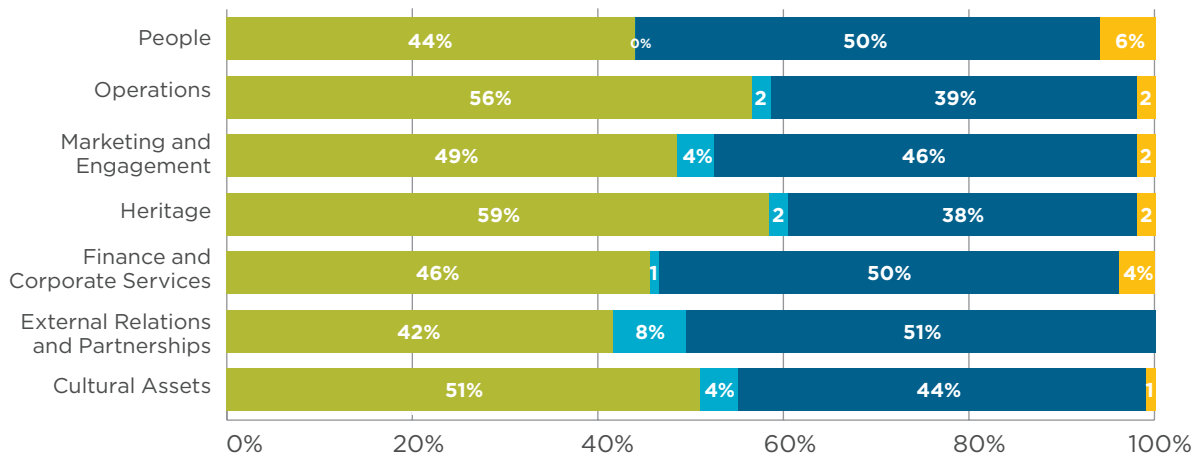
EMPLOYEE DISABILITY PROFILES FOR 2021 AND 2022

Employee disability by directorate

2021



2022



DISABILITY COMMENTARY

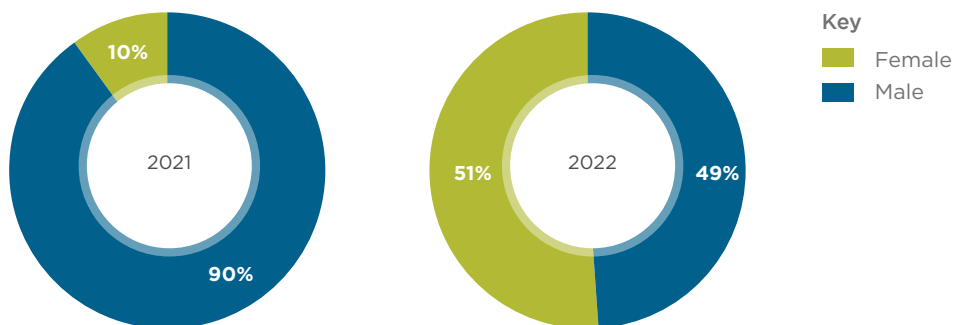
- Colleagues declaring as having a disability remain stable.
- Number of colleagues who have declared has reduced by 9%.
- Disability declaration is the lowest out of all the protected characteristics.
- Disability confident level 2 maintained in 2022.

DISABILITY ACTIONS TO CONSIDER

- Explore options to improve ease of declaration, including during induction process.
- All Directorate recruitment campaigns should be informed by the diversity profile to identify potential for positive targeted action.
- Continue to work with partners on improving attraction and retention for disabled colleagues.
- Demonstrate use of guaranteed interview scheme – potential to add to our internal equality monitoring.
- Demonstrate use of positive action recruitment to training roles.

GENERAL INFORMATION 2021 AND 2022

Promotions



Maternity/Adoption/Shared Parental Leave

Employees on Maternity/Adoption leave as at 31st December 2021	11
Employees on Maternity/Adoption leave as at 31st December 2022	12
A small number of employees took Shared Parental leave in 2021 and 2022 (data suppressed as numbers <10)	*

Grievance and Discipline Report

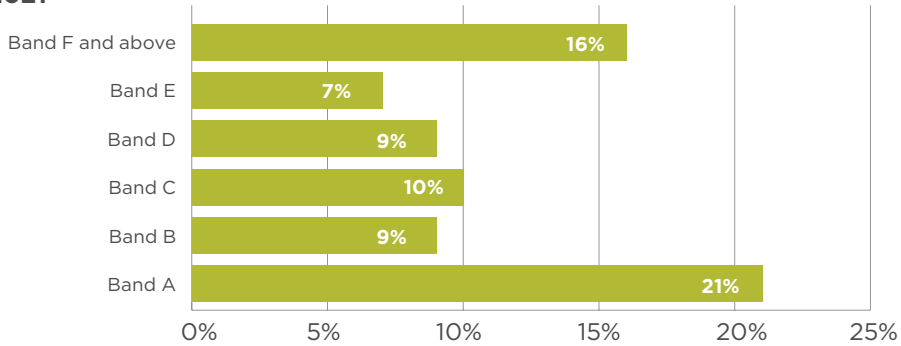
Over 2021 and 2022 there were a small number of formal grievances and disciplinary cases (less than 10) which were managed using the appropriate formal policy and procedure.



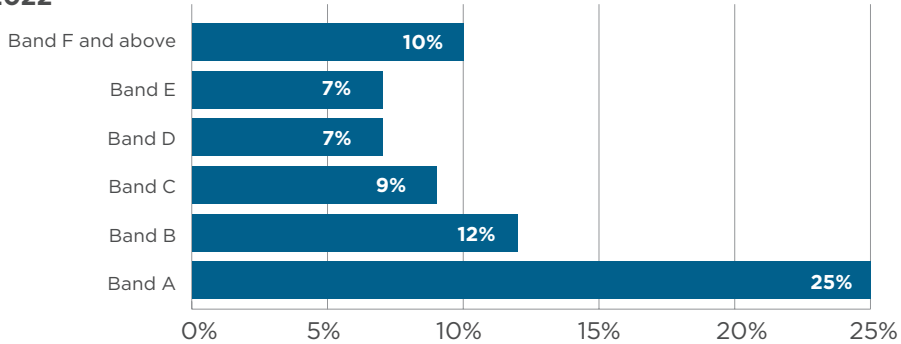
LEAVERS INFORMATION FOR 2021 AND 2022

Leavers by Pay Band

2021

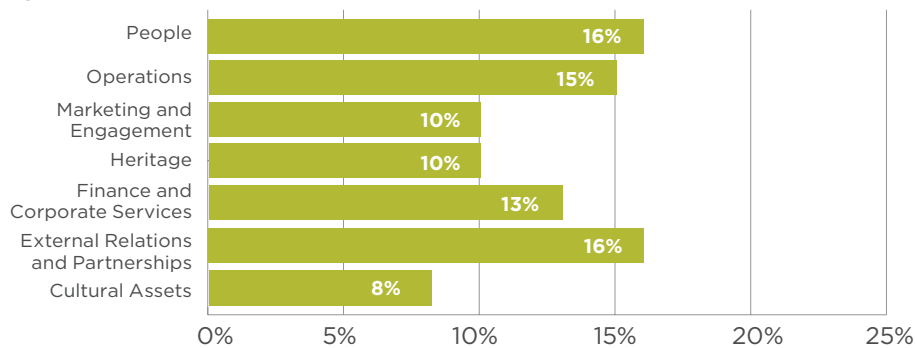


2022

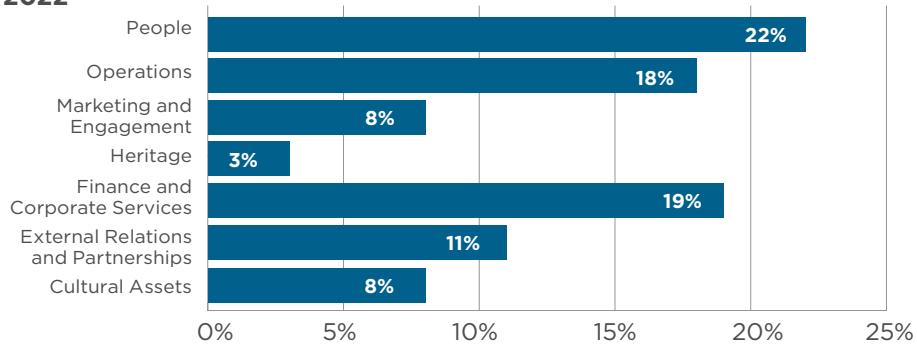


Leavers by Directorate

2021



2022



PAY GAP TABLES

Pay Band	Male		Female		Male/Female	
	Mean	Median	Mean	Median	Mean	Median
Apprentice	10.70	10.74	10.69	10.69	0%	0%
Band A	10.61	10.74	10.60	10.74	0%	0%
Band B	12.69	12.99	12.52	12.99	1%	0%
Band C	15.78	16.91	15.66	15.86	1%	6%
Band D	20.06	20.64	19.80	20.64	1%	0%
Band E	23.91	24.63	23.53	23.74	2%	4%
Band F	28.97	30.22	29.68	30.22	-2%	0%
Band G	36.82	36.82	35.23	36.19	4%	2%
CEO	65.24	65.24			100%	100%
Total	15.17	12.99	15.03	12.99	1%	0%

Pay Band	Disabled		Not Disabled		Disabled/ Not Disabled	
	Mean	Median	Mean	Median	Mean	Median
Apprentice	-	-	-	-	-	-
Band A	10.67	10.74	10.70	10.74	0%	0%
Band B	12.85	12.99	12.77	12.99	1%	0%
Band C	16.91	16.91	16.07	16.91	5%	0%
Band D	20.64	20.64	20.08	20.64	3%	0%
Band E	23.77	23.74	23.77	24.63	0%	-4%
Band F	-	-	-	-	-	-
Band G	-	-	-	-	-	-
CEO	-	-	-	-	-	-
Total	14.88	12.99	15.03	12.99	-1%	0%

Pay Band	Ethnic Minority		White		Ethnic Minority/White	
	Mean	Median	Mean	Median	Mean	Median
Apprentice	-	-	-	-	-	-
Band A	10.53	10.74	10.61	10.74	-1%	0%
Band B	12.55	12.81	12.64	12.99	-1%	-1%
Band C	15.51	15.05	15.71	15.86	-1%	-5%
Band D	17.76	17.76	19.93	20.64	-12%	-16%
Band E	24.00	24.63	23.63	23.74	2%	4%
Band F	30.22	30.22	29.12	30.22	4%	0%
Band G	-	-	-	-	-	-
CEO	-	-	-	-	-	-
Total	15.70	13.31	15.21	12.99	3%	2%

PAY GAP DATA

We report our pay gaps using a single measure, by comparing the average full-time equivalent earnings of different groups of staff (in relation to gender, disability and ethnicity). For example, the full-time gender pay gap compares the mean and median hourly pay, excluding overtime, of men and women working full-time. It is important to note that a pay gap does not necessarily mean a difference in pay for comparable jobs or work of equal value.

GENDER

Mean is -1%;
Median is 0%

- Where men and women are undertaking work of equal value, they are paid a similar hourly rate and consequently the gender pay gap is low, with an overall pay gap of -1% (mean) with no difference in the overall median pay.

DISABILITY

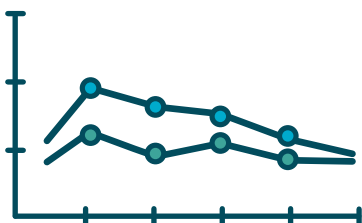
Mean is 1%;
Median is 0%

- Within HES, 58% of the staff have made a declaration of their disability status, with 42% who have chosen not to declare this information. As such the comparison data only includes this 58% and is only available across 5 grades as outlined in the table in previous slide. 2% of staff have declared that they do have a disability. 53% of HES staff have indicated a non disability status.

ETHNICITY

Mean 3%;
Median 2%

- Within HES, 81% of the staff have made a declaration of their ethnicity. As such the comparison data only includes this 81% and is only available across 6 grades as outlined above. 78% of staff who have made a declaration are of a white background, with 2% from other ethnicities, 1% of staff prefer not to disclose. Based on employees who have declared their ethnicity, the pay gap for HES is 2% favourable towards those from a BAME background. It is important to acknowledge that the figures behind this positive calculation are based on low numbers of BAME staff.



THE GENDER PAY GAP IS LOW WITH AN OVERALL PAY GAP OF

-1%

CONCLUSION

The information provided in this report will be used to support and inform our recruitment and employment practice to improve our workforce diversity. We recognise that we are not alone across the public and heritage sectors in this aspiration and it will be increasingly important for us to work in partnership as we promote the historic environment as an employer of choice and training pathway.

Continuing to utilise the new HR management system will enable a greater level of data interrogation in the future. We will continue to encourage our employees to share their personal equality information to reduce the level of unknown data.

We will continue to create partnerships with other organisations to share best practice and continue to improve our practice to improve equality across the organisation.



LEARNING AND DEVELOPMENT

- We continue to offer our colleagues learning and development opportunities to enable them to achieve their potential. Included in the staff training offer within is a number of courses pertinent to customer care and our staff relationship with visitors/customers.
- The following courses have been offered over 2021-22:
 - Information Governance e-learning courses
 - Equality, diversity, and Inclusion e-learning course
 - Exceeding Visitor Expectations New Starts
 - Exceeding Visitor Expectations Refresher
 - Promoting Our Product
 - Till & Compliance
 - Handling Challenging Situations
 - Disability Awareness
 - Measuring our Success
 - QA for a Day Senior Management
 - Telling Our Stories

STAFF BENEFITS

As part of our pay and reward offer to staff, we include a range of benefits listed below which provide discount and favourable purchasing opportunities for staff, access to occupational health and wellbeing services and positive work life balance policies.

- Employee Assistance Programme
- Occupational health
- Health and wellbeing awareness events, activities, and information
- Discounted health plans
- Access to CSSC sports and leisure membership
- Discounted gym memberships (local council and private)
- Competitive pension schemes
- Childcare vouchers
- Contractual sickness absence pay
- Contractual maternity, paternity, adoption, and shared parental leave and pay
- Interest-free loans
- Salary advances for travel season ticket or bike
- Flexible working patterns if appropriate to role
- Career breaks
- Membership to SCRAN
- Discounted mobile phone deals - Vodafone
- Staff pass for free entry to HES properties
- Staff pass allows free entry to English Heritage, Manx and CADW Properties
- 20% discount in HES shops and cafés
- Cycle to Work scheme

ANNEX C – EQUALITY CHAMPIONS GROUP

Name	Directorate
Adam Jackson	External Relations and Partnerships
Craig Fletcher	Marketing and Management
Kate Moore	People
Ryan Kerr	Finance and Corporate Services
Kit Reid	Marketing and Engagement
Iona Matheson	Marketing and Engagement
Kathy Richmond	Cultural Assets
Colin Tennant	Cultural Assets
Gillian MacDonald	Marketing and Engagement
Dara Parsons	Heritage
Christina Kelly	Marketing and Engagement
Clare Torney	Operations
Deeba Ali	People
Ranald MacInnes	Marketing and Engagement
Sean Gallen	People
Susan Hamilton	Heritage
Denise Mattison	Finance and Corporate Services

DIRECTOR SPONSORS

Alison Turnbull – External Relations and Partnerships

Lindsey Ross – People

Stephen Duncan – Marketing and Engagement





Historic Environment Scotland is the lead public body established to investigate, care for and promote Scotland's historic environment.

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HISTORIC
ENVIRONMENT
SCOTLAND

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