



## Annual Employment Data Report Session 21/22

November 2022

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## Annual Employment Data

This report details UHI Moray's process to gather, monitor and utilise employee equalities data to better meet the general equality duty. The general equality duty requires UHI Moray to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

### 1.1 UHI Moray UHI Mission, Vision and Values

**Mission Statement** - the purpose of UHI Moray is:

"To transform lives and to be at the heart of transformation in Moray and in the wider region"

UHI Moray will achieve this mission through activities related to teaching, learning, research and the support of students.

**Vision Statement** – During this period UHI Moray's vision was that it will become 'famous' for:

- the high quality of its teaching and learning
- its partnership work with stakeholders: including UHI, schools, employers and the community (through its partnership planning structures)
- the positive impact and outcomes of the work it does
- its values, for "doing the right things in the right way"

**Values Statement** – UHI Moray has developed an expression of each of the following values in order to be able to model linked behaviours that will generate the organisational culture that UHI Moray seeks to foster.

- **Collaboration** – We are friendly. We work collaboratively in our teams and across teams. We share the best of what we do as part of our interaction with each other. We are part of UHI and it is part of us. We fully play our part in UHI's development. We are generous with our time. We take time to listen, and to explain. We are always keen to help, to look together for ways of doing things better.
- **Openness** – We are local with an outward-facing perspective. We embrace change. We seek to be innovative in what we do and how we do it, curious to learn from the best in our sector to become the best. We reflect and discuss what we do and how we do it. We are always learning.
- **Respect** – We are accountable for what we do and how we do it. You can depend on us to do what we say we will. We agree our priorities and stick to them. We make decisions as close to possible to where

their impact is. We are considerate, supportive, and caring. People feel valued because we value them

- Excellence – We focus on our strengths, and on what we do well. We take every opportunity to recognise and celebrate our successes. We take pride in our work and seek to inspire and excite others. We are persistent in looking to achieve what is possible. We know our statistics and use them to improve. We are driven by our mission and vision though, not our data.

In the 2019 staff survey referred to in section 1.4 below, respondents were most likely to feel that they knew what UHI Moray is trying to achieve and were aware of the values. It is important that the Values are embedded in all that we do to ensure that behaviours are consistent with those CORE values.

## **1.2 Organisational Structure**

UHI Moray offers a very diverse range of employment opportunities with a number of variants to the main terms and conditions (in relation to options for term time working, flexible working, part time and full time working etc). Posts offered range from cleaning, clerical, administration, technical and management to teaching in vocational and academic areas. As is described within the Annual Employment Equalities Data Section below, UHI Moray employs a high proportion of female staff, perhaps reflecting the flexibility, part time and term time nature of much of the employment opportunities offered.

UHI Moray has undergone a period of significant change over the previous 12 months particularly in relation to working arrangements during the ongoing covid pandemic, with the majority of staff working at home and some being furloughed. A Remote Working Toolkit and Online Etiquette document was developed in support of this. The Board and Management of the College were keen to gather feedback from staff and therefore, in May 2021, a staff survey was commissioned to gather the views of staff in relation to the significant changes in working practices necessitated by the Covid-19 pandemic over the previous year. Specifically, the survey sought to gather feedback in relation to staff experiences of remote working over the previous year and preferences for future working patterns to inform organisational planning. It is clear from the survey results at that time that some staff found working from home easier than others with those without children at home finding it easier to find an improved work/life balance. In general responses in relation to communication, support, technology and working relationships were positive. In relation to future working practices, the majority of respondents (57%) preferred a hybrid approach to working. It is the case however that the impact upon students, learning and teaching and service delivery must be the primary consideration in terms of determining working arrangements and therefore a New Way Of Working Pilot is being undertaken in session 22/23.

## **1.3 Pay and Grading**

In furtherance of UHI Moray's commitment to equal pay and, as reported in previous Mainstreaming Reports, UHI Moray undertook a job evaluation

project which supported the implementation of a new pay and grading structure in January 2011. The most recent equal pay review (undertaken in 2021 and based on March 2021 salary payments), demonstrates that, whilst UHI Moray still has an overall gender pay gap, there are no significant gender pay gaps within grade when considering grades in relation to gender, disability or race.

UHI Moray became a signatory to the National Joint Negotiating Committee in 2015 and, as such, pay awards and amendments to relevant terms and conditions are now determined through National Bargaining. It is the case that separate agreements emerge from the NJNC for teaching and support staff and this has impacted upon the relative position of these groups. It has also been agreed that a National Job Evaluation Scheme will be applied to NJNC related support staff posts with outcomes backdated to 1 September 2018. This work commenced in 2019 with the production of job evaluation questionnaires for all support staff roles covered by the agreement. This documentation has been evaluated and quality checked in 2020, 2021 and 2022. The outcome of the consequent salary modelling arising from this project is likely too to impact upon the relative position of our teaching and support staff.

#### **1.4 Staff Survey 2019**

UHI Moray has undertaken a staff survey for a number of years. In 2012 a new survey instrument was developed in collaboration with participating Academic Partners of UHI which included aspects of Equality and Diversity. The fourth survey of this type was conducted in 2019. The staff survey has consistently had an impressive response rate and 60% of college staff responded to the 2019 survey. Respondents to the 2019 survey were most likely to agree that they understood their own personal responsibilities for ensuring and promoting equality at work. Responses across this section of the survey were generally positive, with good agreement that respondents had received effective equality training although slightly less confidence that equality concerns would be dealt with promptly and appropriately.

#### **1.5 Staff Development**

Staff development in relation to equalities matters begins at the induction stage of employment at UHI Moray. Each individual is supported, by their line manager, through the newly reviewed Induction Section on the college virtual learning environment, Brightspace. Equality and Diversity is a key element of this. Thereafter, development on equalities issues such as equality impact assessment is built into staff development weeks as appropriate and as identified through the Professional Review process, requests from areas or informed through developments such as in response to priorities set at national level or through the Scottish Funding Council and the relevant professional standards. A particular focus of training has been in relation to support of Mental Health, Gender Based Violence and Inclusive Practice. In addition, UHI Moray subscribes to Marshall ACM on-line training, ('Diversity in the Workplace'), which allows for comprehensive coverage of staff as well as

tracking of completion. Staff are required to undertake this training at least every three years.

As has already been stated, results from the 2019 Staff Survey indicated that a high proportion of respondents (89%) understood their personal responsibilities for ensuring and promoting equality at work and 74% of respondents agreed that they had received effective equality training.

Staff and students are communicated with via a variety of media including newsletters, meetings, through the management structure, events, internet, the UHI Moray Hub on sharepoint, e-mail and virtual learning environment.

## **1.6 Equalities Data Collection for Staff**

UHI Moray had an Equality Outcome that, “College data collection and monitoring systems are comprehensive, covering all protected characteristics and are embedded in decision making and actions at all levels” and a commitment, “achieving a 100% response rate of PC data by staff”. Significant progress has been made in relation to this with very high disclosure rates in seven protected characteristics, whilst information is held centrally in relation to one protected characteristic (pregnancy and maternity). Gender reassignment is a protected characteristic which is yet to be rolled out to staff for monitoring purposes.

The table below provides information in relation to the disclosure rates for staff within the relevant periods. It is a positive aspect that disclosure rates in UHI Moray are so high, perhaps indicating that staff feel able to disclose data in confidence. It should be noted that where a member of staff has taken the option to decline information then this is considered to be a disclosure.

**Table 1: Protected Characteristic Disclosure Rate**

<b>Protected Characteristic</b>	<b>Disclosure Rate at March 2021</b>	<b>Disclosure Rate at March 2022</b>
Sex	100%	100%
Race	99%	99%
Disability	97%	98%
Sexual orientation	97%	91%
Religion or belief	84%	78%
Age	100%	100%
Marriage and Civil Partnership	93%	92.5%

## **1.7 Equality Impact Assessment**

All HR Policies and Procedures have been subject to Equality Impact Assessment. HR Policies and Procedures were updated in the 21/22 session in accordance with the HR Policy Review Timetable. The objective is to ensure that the HR Policy Review Group is fully informed when considering new and reviewed HR Policies and Procedures.

## **1.8 Annual Employment Equalities Data – Sessions 21/22**

Data has been collected and presented for the above session to allow comparisons and identifications of potential trends. The data covers the following protected characteristics:

- Sex
- Race
- Disability
- Age
- Religion or belief
- Sexual Orientation
- Marital Status

Data arising from the following processes is analysed and reference is made to the college population and 2011 local and national census data (where available).

- New employees
- Internal Appointments
- Recruitment Applications
- Leavers
- Grievances, Capability and Conduct Hearings (given low numbers and the statistical relevance of this data a qualitative review is undertaken during the policy review process rather than the presentation of data for these matters)

The data collected and analysed is based on all staff contracted within the specific academic session (rather than the 'as at' figure recorded in Table 1) and records headcount. Information is held centrally in relation to the protected characteristic Pregnancy and Maternity and it has been identified that a gap exists in UHI Moray's central monitoring in relation to gender reassignment.

It should be noted that the census information is based upon the entire population whereas the college staff population is that of working age. Although we are to some extent not comparing like with like, the comparison is considered to be helpful in relation to highlighting some areas which may require may some further investigation.

### 1.8.1 UHI Moray Staffing Profile

Table 2: Sex

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
<b>Sex</b>			
Male	48.5	49.2	30%
Female	51.5	50.8	70%
Not Stated			

Our figures show, as is common with the education sector, that UHI Moray continues to employ a higher percentage of women than that reflected in both

the Scottish and Moray population. The ratio between men and women employed at UHI Moray has not significantly altered over an extended period and it is considered that this is perhaps reflective of the types of posts offered and the part time, term time and fixed term nature of many of the UHI Moray posts, which would traditionally be more suited to those seeking flexibility for caring and other responsibilities. This assertion has been supported when considering this data alongside the UHI Moray Equal Pay Statement where the impact of occupational segregation is apparent.

In the early part of session 22/23 a National Menopause Policy was published for the sector. Further actions have been taken within UHI Moray in support of this important matter with a voluntary support group being established (+VE Pause). This group will be arranging relevant support sessions which any staff and students can attend followed by a safe space for supportive discussions to take place. A programme events into the new year has been developed so far and the development was shared on World Menopause Day with a follow up launch on 26 October.

Table 3: Ethnic Origin

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Ethnic Origin			
White Scottish	84	77.7	74%
White Other British	7.9	18	16%
White Irish	1.0	0.5	0.5%
White Other	3.2	2.8	6%
Asian, Asian Scottish or Asian British	2.7	0.6	1%
Other ethnic groups	1.3	0.5	0.5%
Information refused/NK			2%

The monitoring categories for this protected characteristic have been aligned with the census. The data suggests that the UHI Moray population has lower proportions of White Scottish and higher proportions of White Other in the Moray area and in employment at UHI Moray than national figures. This is perhaps due to the presence of the MOD bases in the area and working populations that these bring to the area.

The proportions of Other ethnic groups nationally and in Moray are low and this is reflected in the UHI Moray population.

Overall, there is a high level of disclosure for this protected characteristic for UHI Moray.

Table 4: Disability

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Disability*			
Info Declined/NK			2%
No	70.1	70.9	92%
Yes			6%

\* long term health condition in the census

The census is less helpful in relation to benchmarking when considering disability as it focusses on population health rather than disability. There is, again, a high disclosure rate in UHI Moray for this protected characteristic. UHI Moray had, for a significant time, held the government 'Positive About Disability' double tick symbol and has, on a consistent basis, met the standards applied by that scheme in the attraction, support and retention of disabled staff. UHI Moray then migrated to the new Disability Confident Scheme.

Table 5: Age

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Age			
16-29	18.5	16.1	7%
30-44	20	19	28%
45-59	21.1	21.3	44.5%
60+	25.3	23.2	20.5%
Not Stated			

When comparing the ages of the UHI Moray population with the data in the census it should be noted that the UHI Moray population only includes those of working age, rather than all ages which are contained in the census. Staff aged between 45 and 59 make up the majority of UHI Moray's staff and the proportions of younger staff are relatively low.

Table 6: Sexual Orientation

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Sexual Orientation	Not recorded	Not recorded	
Heterosexual			87.5%
Lesbian			0.5%
Other			0.5%
Bisexual			2%
Gay			0.5%
Unknown/Info declined			9%

Again, a protected characteristic with a high level of disclosure overall. It is not possible however to compare the UHI Moray population with census figures for this protected characteristic.

Table 7 Religion or Belief

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Religion or Belief			
Christian	53.8	50	45.5%
Muslim	1.4	0.3	0%
Other Religions	1.1	0.9	16% inc AGN
No Religion	36.7	41.2	16.5%
Unknown	7.0	7.7	22%



It is interesting to note that the level of No Religion is much lower in the UHI Moray population than in the Moray and Scottish population. It is difficult however to draw conclusions from this when the unknown level is so high.

**Table 8: Marital Status**

	Scottish Pop'n Profile %	Moray Area Profile %	UHI Moray Profile % of all contracted staff 21/22
Marital Status			
Single	35.4	28.8	17.5%
Married**	45.4	51.8	65.5%
Separated	3.2	3.1	2.5%
Divorced	8.2	8.5	3%
Widowed	7.8	7.9	1%
Other			3%
Not Known			7.5%

\*\* UHI Moray figures include cohabiting and civil partnership

The lower proportions of single employees when considered alongside the census figures can be explained when considering that the census covers the whole population.

### Pregnancy and Maternity

Whilst this is a protected characteristic which is not monitored through self disclosure on the HR system, central records are held in relation to those staff who are pregnant or take maternity leave during the period. In the session 21/22 we had one member of staff begin maternity leave.

We believe that staff are well supported with maternity provisions which are more generous than statutory provisions, a positive approach in relation to flexible working and also a specific contact person for those who are embarking on maternity periods and are navigating through the relevant requirements and implications.

It is also worth noting that, as a result of the impact assessment process, it was determined that the UHI Moray provisions for paternity leave should be improved upon to be more beneficial than that provided by statutory provisions. This is now in place and a similar, more favourable approach is also applied to those undertaking leave for adoption.

### **1.7.2 Recruitment**

Being a process which could be considered to have a high potential for an adverse impact on those in particular groups, the Recruitment and Selection Procedure is one which has been reviewed and amended in light of previous impact assessments.

The data and statistics are interesting but have their limitations and are therefore used to identify any further investigation. Previous further investigations have demonstrated that UHI Moray, like many other organisations, experiences occupational segregation. The terms and conditions which, in large measure, incorporate term time working and do not

require weekend work, impact upon the profile of those seeking to work at UHI Moray.

In order to monitor this activity, three elements are considered: Applications, how these applications are translated into appointments and internal staff appointments. These have been considered with reference to the Scottish population. This is as a result of UHI Moray's move towards recruitment through recruitment websites and social media, which has had a consequent impact on the area from which UHI Moray is attracting applications. The potential increased flexibility to accommodate home-working which has resulted from the arrangements introduced as a result of Covid-19 has also enabled individuals from further afield to apply for roles and undertake them from a distance. This is evident through the locations of the applicants for posts. There is caution to be exercised in this comparison with census data however as, as has already been stated, we are reaching out to the working age population rather than the population as a whole.

**Table 9: Sex**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Gender</b>				
Male	48.5	33.5%	46%	45%
Female	51.5	66.5%	54%	55%
Not Stated				

The figures show that we have a higher proportion of applications from females than is represented in the country. This is a trend for UHI Moray which tends to attract a greater number of female applicants due to the flexible working practices and the family friendly policies and procedures which can appeal to females who may be carers within the family. The nature of many of the UHI Moray vacancies which can be advertised more frequently can be female orientated roles too, such as administration, clerical and cleaning.

**Table 10: Ethnic Origin**

	Scottish Pop'n Profile %	% of Applications 21/22(External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Ethnicity</b>				
White Scottish	84	68%	67.5%	74%
White Other British	7.9	13.5%	21%	12%
White Irish	1.0	0%	0%	0%
White Other	3.2	7.5%	5.5%	9%
Asian, Asian Scottish or Asian British	2.7	5%	2%	0%
Other ethnic groups	1.3	4%	2%	5%
Information refused/NK	0	2%	2%	0%

We continue to attract applications from a lower proportion of White Scottish candidates to externally and internally advertised posts than is represented in the country. This is also reflected when considering those that are appointed. It is considered that this is reflective of the more mobile working population brought with the local MOD bases where UHI Moray benefits from the skills and experiences brought with the families moving into the area.

**Table 11: Disability**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Disability*</b>				
Info Declined/NK		1%	4%	0%
No	70.1	83%	88.5%	86%
Yes		16%	7.5%	14%

\* long term health condition in the census

Again, the census is less helpful in relation to benchmarking when considering disability as it focusses on population health rather than disability. The figures would seem to suggest however that the proportion of those who have declared a disability is around 10% higher than the number who disclosed that they had a disability last year. It would appear that the increased disclosure comes from the category of people who had previously declined to disclose which has reduced in the 21/22 session. It is therefore positive to have a greater number of individuals disclosing in this protected characteristic. We are committed to demonstrating progression and taking positive action to attract, recruit and retain disabled people.

**Table 12: Age**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Age</b>				
16-29	18.5	20.5%	13.5%	19%
30-44	20	44%	44%	53%
45-59	21.1	28%	27%	22%
60+	25.3	7.5%	15.5%	6%
Not Stated	0	0%	0%	0%

This protected characteristic is one in which the comparison against the census is impacted as we are comparing total population against working age population. The trend over the years has been that we attract the vast majority of applications from individuals who are over 29 years old which could be due to qualification and experience requirements of posts advertised.

**Table 13: Sexual Orientation**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
Heterosexual		87.5%	85%	92.5%

Lesbian		1%	3.5%	1.5%
Other		2.5%	0%	0%
Bisexual		2%	0%	4.5%
Gay		2.5%	3.5%	0%
Unknown/Info declined		4.5%	8%	1.5%

There is greater disclosure in the 'lesbian' and 'other' categories compared with previous years, with the number in the heterosexual category reducing in both external and internal appointments. However, this is an area where there is limited benchmarking information and therefore it is difficult to arrive at any meaningful conclusions overall.

**Table 14: Religion or Belief**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Religion or Belief</b>				
Christian	53.8	45%	46%	47%
Muslim	1.4	2.5%	0%	0%
Other Religions	1.1	14.5%	21%	15%
No Religion	36.7	23%	23%	26%
Unknown	7.0	15%	10%	12%

It is interesting to note that whilst disclosure rates across the protected characteristics are high, this is the protected characteristic which has the highest level of unknown and information declined. There are also higher proportions of applicants and new starts declaring their religion or belief as 'other' than is evident in the Scottish population. It may be that some confusion over reporting categories may be contributing to this.

**Table 15: Marital Status**

	Scottish Pop'n Profile %	% of Applications 21/22 (External Adverts)	% of Internal Staff appointments 21/22	% of total New Starts 21/22
<b>Marital Status</b>				
Single	35.4	44%	17%	35%
Married**	45.4	52%	71%	64%
Separated	3.2	0.5%	0%	0%
Divorced	8.2	2%	5.5%	0%
Widowed	7.8	0%	0%	0%
Other	0	0.5%	0%	0%
Not Known	0	1%	5.5%	1%

\*\* UHI Moray figures include cohabiting and civil partnership

The figures show that, for this protected characteristic, we attract applications from generally similar proportions of marital status as is reflected in the general population. This is a newer area of monitoring for UHI Moray and it seems that some internal employees have not yet chosen to disclose within this characteristic.

### 1.7.3 Staff Retention

UHI Moray has, for a number of years, monitored, by protected characteristic, not only those that join and progress in the organisation but also those that leave the UHI Moray. The leavers data is benchmarked against the UHI Moray staffing profile as detailed in the tables below although it should be noted that low numbers can affect the statistical relevance.

**Table 16: Sex**

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Gender</b>		
Male	30%	31%
Female	70%	69%
Not Stated		

The profile of staff leaving UHI Moray is in line with the staffing profile within the organisation.

**Table 17: Ethnic Origin**

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Ethnicity</b>		
White Scottish	74%	76%
White Other British	16%	12%
White Irish	0.5%	0%
White Other	6%	7%
Asian, Asian Scottish or Asian British	1%	0%
Other ethnic groups	0.5%	2.5%
Information refused/NK	2%	2.5%

The proportions of leavers by this protected characteristic generally reflect the UHI Moray population figures.

**Table 18: Disability**

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Disability*</b>		
Info Declined/NK	2%	2.5%
No	92%	90.5%
Yes	6%	7%

\* long term health condition in the census

The proportions of leavers by this protected characteristic generally reflect the UHI Moray population figures.

**Table 19: Age**

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Age</b>		
16-29	7%	14%
30-44	28%	12%
45-59	44.5%	28.5%
60+	20.5%	45.5%
Not Stated		

It is perhaps expected that the proportion of leavers (compared to the UHI Moray population) at age 60+ will be higher. The age 16-29 category appears to have a higher % than the staffing profile but this is likely to be due to the 'career ready' and apprenticeship opportunities that are offered to those in this age group, which are fixed-term with the individuals leaving and moving onto the next stage of their career progression as per the arrangement of their employment.

Table 20: Sexual Orientation

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Sexual Orientation</b>		
Heterosexual	87.5%	85.5%
Lesbian	0.5%	0
Other	0.5%	0
Bisexual	2%	2.5%
Gay	0.5%	0
Unknown/Info declined	9%	12%

The proportions of leavers by this protected characteristic generally reflect the UHI Moray population figures.

Table 21: Religion or Belief

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Religion or Belief</b>		
Christian	45.5%	43%
Muslim	0%	0
Other Religions	16% inc AGN	16.5%
No Religion	16.5%	12%
Unknown	22%	28.5%

This is the protected characteristic which has the lowest disclosure rate in UHI Moray and therefore the highest level of 'unknown'. The proportions of leavers by this protected characteristic generally reflect the UHI Moray population figures.

Table 22: Marital Status

	UHI Moray Profile % of all contracted staff 21/22	% of total Leavers 21/22
<b>Marital Status</b>		
Single	17.5%	26%
Married**	65.5%	64.5%
Separated	2.5%	0

Divorced	3%	0
Widowed	1%	0
Other	3%	2.5%
Not Known	7.5%	7%

\*\* UHI Moray figures include cohabiting

As shown in table 19, there is a higher % of leavers in the age 16-29 category compared with the staffing profile which is attributed to the 'career ready' and apprenticeship opportunities that are offered to those in this age group. This point is likely to relate to the higher % in the marital status characteristic who are single since individuals who are leaving due to the nature of their contract are of a younger age and they are more likely to be single rather than married.

#### **1.7.4 Staff Grievance, Capability and Conduct Matters**

UHI Moray has considered monitoring data in relation to formal grievances, conduct hearings and capability hearings. It is intended that this data inform the impact assessment process but, fortunately, numbers of these matters in session 21/22 are low and therefore there is no statistical relevance. More valuable to the evaluation and impact assessment process is the experiences obtained from the different perspectives in the utilisation of these procedures and this reflection on the experience of using the procedures contributes to the procedural review process