

NHS Shetland

Equality and Diversity

Workforce Monitoring Report

2025/2026

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1. Introduction

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on 27 May 2012. This requires public bodies such as NHS Shetland to produce an Annual Workforce Monitoring Report covering all 9 of the “protected characteristics”, as defined in the Equality Act 2010. The Regulations require that the Workforce Report must include details of:

- The number of staff and their relevant protected characteristics
- Information on the recruitment, development and retention of employees, in terms of their protected characteristics.
- Details of the progress the public body has made to gather and use the above information to enable it to better perform the equality duty.

This report, therefore, includes sections on ethnicity, disability, sex, sexual orientation, religion and age of the workforce and provides a similar breakdown for new employees within the year, promotions and leavers. Staff Bank data is included within the main tables in the report. The figures given are in headcount.

NHS Shetland is committed to eliminating discrimination and improving equality of opportunity. This means improving the way we deliver our services to address health inequalities identified and the way we recruit and employ our colleagues. The report highlights some of the actions we will undertake within the organisation in 2026/2027 to ensure equal opportunity for our colleagues and eliminate discrimination.

2. Gathering Workforce Information

i. Specific duties required in relation to personal information

Collecting and analysing equality information is an important way to develop an understanding how policies and practices affect those with particular protected characteristics. Public authorities should always use a proportionate approach to collecting personal information. NHS Shetland will continue to develop and expand the data available in this report.

ii. Staff Engagement Form

Employees of NHS Shetland complete a Staff Engagement Form at the start of their employment which serves a dual purpose of (1) ensuring staff will be paid correctly and (2) collect information required for the workforce information system. The national workforce system is used to support workforce planning within NHS Scotland and enables NHS Shetland to meet our legal requirements in respect of equality and diversity monitoring. This information is held confidentially in our workforce system and used only for purposes of equality monitoring in order to prevent any staff group against discrimination or disadvantage. Self service is available within the workforce system for individuals to update /adjust their equality profile through their personal log in.

Staff have the legal right not to disclose information about their protected characteristics. Any information staff supply is on a purely voluntary basis. The completeness of our information varies, by protected characteristic. Where numbers in a category/table are small, some figures have been rounded to one decimal place or expressed as ‘less than five’, to reduce the risk of individuals being identified inadvertently.

While equality monitoring for all new colleagues recruited to the organisation is in place, there remains a proportion of the workforce for which no such record exists because they were employed by NHS Shetland prior to this data being collected on a routine basis. Partial information is held on some colleagues; for example, we may hold data on ethnicity but not sexual orientation. Therefore, colleagues have been included where data is available, but the number of colleagues covered within different sections may vary.

The diversity data collected continues to improve from workforce and recruitment systems year to year.

Table 1: Percentage Protected Characteristic Data Disclosed by workforce 2025-26

Workforce Protected Characteristic	% Data Completion Employees 2025/6	Previous report 2024/5	% Data Completion Bank Workers 2025/6	% Data Completion Bank Workers 2024/5
Race	96%	96%		97%
Disability	97%	97%	96%	97%
Sex (male or female)	100%	100%	100%	100%
Religion or faith	90%	88%	89%	88%
Sexual orientation	89%	85%	84%	89%
Gender reassignment	96%	96%	95%	96%
Age	100%	100%	100%	100%
Marriage and Civil Partnership	100%	100%	100%	100%
Pregnancy & Maternity	n/a	n/a	n/a	n/a

Table 2: Percentage Protected Characteristic Data Disclosed during Recruitment in 2025/26

Protected Characteristic	Recruitment % Completion Rates 2025/26	Recruitment % Completion Rates 2024/25	Previous year 2023/24
Race / Ethnicity	99%	99%	99%
Disability	99%	99%	100%
Sex (male or female)	100%	99%	100%
Religion or faith	99%	97%	100%
Sexual orientation	97%	95%	100%
Gender reassignment	4%	63%	98%
Age	99%	99%	100%
Pregnancy and maternity	n/a	n/a	n/a
Marriage and civil partnership	n/a	n/a	n/a

3. Using the Workforce Report

Aims of the report:

- Demonstrate the willingness of NHS Shetland to comply with the requirements of the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.
- Enable the NHS Shetland Health Board and others, to gauge whether NHS Shetland employees and prospective employees are being treated fairly. Any anomalies or inconsistencies highlighted by the report are looked into and any appropriate follow up action taken.
- Give reassurance to NHS Shetland staff that they are working in an environment that wants to be free from prejudice or discrimination.
- Give the population of Shetland and any prospective employees, reassurance that NHS Shetland treats its staff in a fair and equitable manner.
- Enable external monitoring bodies such as the Equality and Human Rights Commission for Scotland and the Scottish Human Rights Commission to monitor our compliance with current equality and diversity legislation and good practice guidelines.

4. Workforce (Staff in Post)/Population Statistics

Population Statistics

As one of the larger local employers population statistics have an influence on recruitment and retention of our core workforce and the utilisation of supplementary staff from on and off island.

The latest Scottish **Census-2022** provides **Shetland statistical population profile information**.

A summary of the Protected Characteristic Profiles report is provided in Appendix 1 of the Shetland Equality Outcomes and Mainstreaming report. [LINK](#) This was a joint piece of work carried out by public health and local authority colleagues. The profiles include a summary of quantitative data from the 2022 population census and qualitative information gathered through consultation with local focus groups alongside general desktop research.

Demographics, rising cost of living, provision of affordable housing, responsibilities for caregiving, ageing and living with health conditions will continue to provide challenges for recruitment and retention. A temporary recruitment and retention premia is in place for a select number of roles identified as difficult to fill / retain. These challenges will shape the diversity of NHS Shetland's future workforce profile. The 2025 - 2028 Integrated Workforce Plan has been developed to support the ongoing assessment of workforce demand and supply, drawing on workforce data, monitoring reports, and service-level insights. The Plan is positioned as a live document, supported by regular workforce monitoring and reporting arrangements, enabling workforce priorities and actions to be reviewed and refined over time in response to emerging service needs and organisational pressures

Ethnicity of Staff in Post

There are people with valuable skills relevant to healthcare who can be recruited locally. However, some specialist skills require NHS Shetland to recruit through national and international campaigns. Accordingly, there will never be an exact correlation between the ethnic make-up of the population of Shetland and the ethnic make-up of the NHS Shetland workforce.

Table 3: Ethnicity Employees and Bank Workers at 31 December 2025

ETHNICITY	Employees Count	Employees %	Bank Workers Count	Bank Workers %
White Background	821	90.72%	203	83.20%
BME Background	51	5.64%	25	10.25%
Not Disclosed	31	3.43%	16	6.56%

NOTE: These figures do not include doctors and dentists in training who are recruited and employed centrally and on placement to NHS Shetland on a rotational basis.

The ethnicity of employees and bank worker's profile shows a broadly similar pattern, with the highest proportion identifying with white background (90.72% and 83.20%). Both indicated responses predominately identifying as white Scottish. A higher percentage of bank workers 10.25% identify with BME background compared with 5.64% of employees) bank workers

overall response shows a higher percentage of 'prefer not to say category' with 6.56% compared with 3.43% employees

In 2022 98-99% of the local population responded to the census to describe ethnic group as white with the 'Other' 1-2% identifying with other ethnicities. NHS Shetland workforce has a broadly similar profile that is slightly more diverse than the local population.

Recruitment Procedures Ethnicity Summary

Table 4: Recruitment Ethnicity Summary

Ethnicity	Applied	Shortlisted	Recruited	Applied / Tot App	Shortlisted	Recruited
African - African, African Scottish or African British	2293	68	13	32.10%	2.97%	0.57%
African - Other	1932	46	6	27.05%	2.38%	0.31%
Asian - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	80	<5	<5	1.12%	1.25%	0.00%
Asian - Chinese, Chinese Scottish or Chinese British	26	<5	<5	0.36%	15.38%	7.69%
Asian - Indian, Indian Scottish or Indian British	951	38	<5	13.31%	4.00%	0.21%
Asian - Other	239	12	<5	3.35%	5.02%	1.67%
Asian - Pakistani, Pakistani Scottish or Pakistani British	655	7	<5	9.17%	1.07%	0.00%
Caribbean or Black	46	<5	<5	0.64%	2.17%	0.00%
Caribbean or Black - Black, Black Scottish or Black British	32	<5	<5	0.45%	0.00%	0.00%
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	4	<5	<5	0.06%	25.00%	0.00%
Dual / Multiple Nationalities	3	<5	<5	0.04%	33.33%	0.00%
Mixed or Multiple Ethnic Group	17	<5	<5	0.24%	11.76%	11.76%
Other Ethnic Group - Arab, Arab Scottish or Arab British	107	<5	<5	1.50%	2.80%	0.00%
Other Ethnic Group - Other	71	<5	<5	0.99%	2.82%	2.82%
British - Irish	16	6	<5	0.22%	37.50%	18.75%
White - Gypsy Traveller	1	<5	<5	0.01%	0.00%	0.00%
White - Irish	12	7	<5	0.25%	1.44%	0.00%
White - Other	123	41	20	1.72%	33.33%	16.26%
White - Other British	188	94	34	2.63%	50.00%	18.09%
White - Polish	13	10	<5	0.18%	76.92%	30.77%
White - Roma	2	<5	<5	0.03%	0.00%	0.00%
White - Scottish	288	204	120	4.03%	70.83%	41.67%
Prefer not to say	56	12	7	0.78%	21.43%	12.50%

- Candidates identifying as white: Submitted 8+% of all applications received; represented 64% of applications that met the essential shortlisting criteria; represented 83% of applicants who received an offer of employment.
- Candidates identifying as African, Asian, Caribbean, mixed or other Ethnic group submitted 90% of all applications received; represented 34% of applications that met the essential shortlisting criteria; represented 13% of applicants who received an employment offer.
- Less than 1% of all applicants received, declined to disclose ethnicity

Candidates from an African and Asian ethnic background appear to be disproportionately underrepresented at the shortlisting stage. Further exploration shows very few of these applications are satisfactorily completed, with insufficient contact information or detail to meet the essential criteria for shortlisting. This trend appears to be consistent with last year's findings and with other boards using NHS Scotland's national recruitment system, Jobtrain. Further investigation continues into the possible use of automated systems which submit applications on behalf of candidates. It is expected that the number of applications received will remain high until the investigation is concluded.

NHS Shetland have a structured shortlisting and interview process in place in order to evidence selection decisions are fair and free from racial discrimination. We are also cognisant that many of the vacancies advertised require a specific professional registration membership or evidence that applicant is working towards this. We continue to be inclusive in our approach to applicants who are successfully shortlisted in local, national and international recruitment campaigns

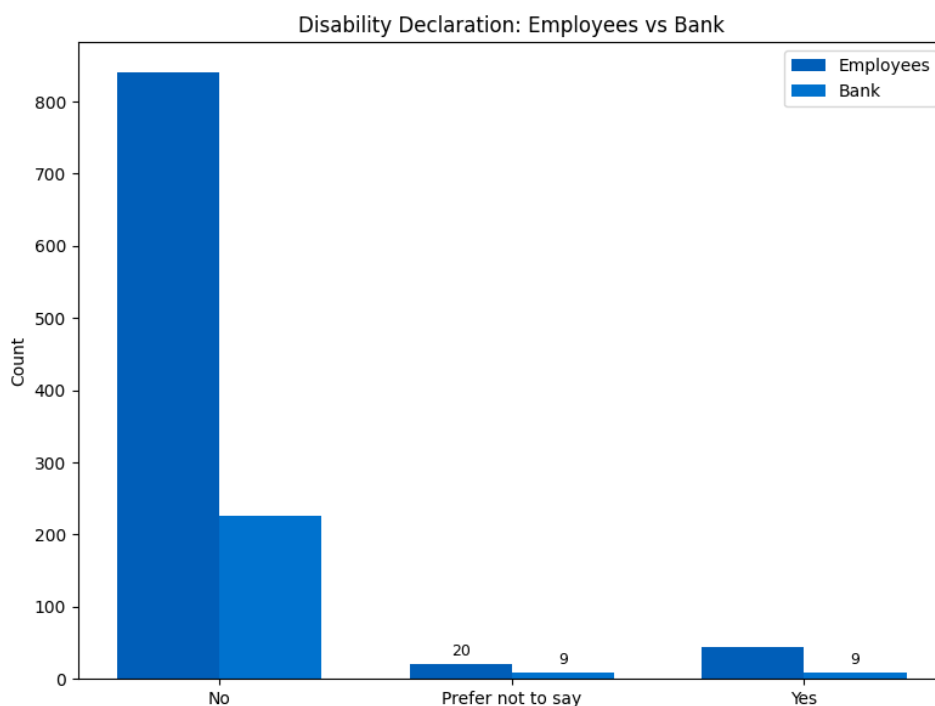
The International Recruitment Hub is now established on an ongoing basis to provide leadership and coordination of international recruitment across northern, remote, rural and island health boards.

The ethnicity of staff applying for training and receiving training is not currently monitored. All training records are currently held in TURAS. The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data.

5. Disability

Staff who identify with having a disability

Table 5: The number of NHS Shetland Employees/Bank Workers who identify with having a medical condition lasting 12 months or more.



- Approximately 5% of NHS Shetland employees and just below 4% of Bank Workers identify as having a medical condition lasting 12 months or more that may be considered to be a disability.
- 3% Employees and Bank preferred not to respond to this question

Recruitment Data

Table 6: The disability status of applicants for posts, short listed candidates and people recruited

Disability Status	Applied	Shortlisted	Recruited
No	6862	447	171
Yes	227	83	38
Not Provided	54	23	10
Grand Total	7143	553	219
% yes responses	3%	15%	17%

Applicants identifying as having a disability/long term condition represented:

- 3% of the total applicants
- 15% of applicants that were shortlisted for interview
- 17% of applicants who received an offer of employment

This is an indicator that the structured shortlisting and interview processes in place are applied fairly and free from disability discrimination.

Shetland has a joint British Sign Language Plan 2024-2030.

Disability status of staff applying for training and receiving training

This is not currently monitored. All training records are currently held in TURAS.

The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data.

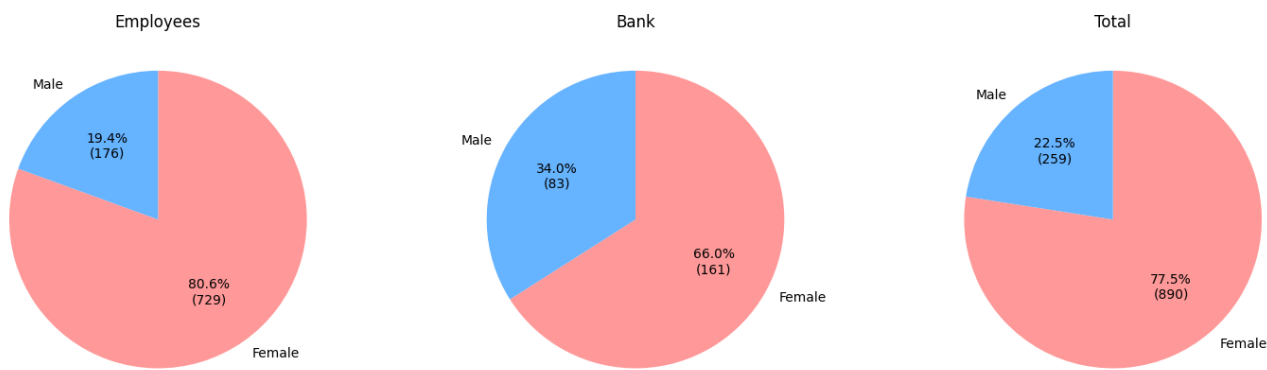
6. Sex (Male or Female)

Sex of staff profile

Table 7: Sex of Employees and Bank Workers

Sex	Employees	% Employees	Bank	%Bank	Total	%
Female	729	80.55%	161	65.98%	890	77.46%
Male	176	19.45%	83	34.02%	259	22.54%
Total	905		244		1,149	

Proportion of Female vs Male by Category



NHS Shetland has a higher ratio of female employees and workers compared to male.

The Shetland population is approximately 22986. The ratio of male to female population is very slightly higher 50.7:49.3 in contrast to Scotland as a whole which is 49:51 M: F where slightly more female to male. In contrast NHS Shetland workforce shows a greater proportion of female to male.

There is no intentional occupational segregation in NHS Shetland, nor has there been any intentional gender bias identified in the filling of posts. Traditionally, Nursing and AHP professions have attracted far more females than males to train for these professions. Nursing is the biggest single occupation group in the NHS by far, hence, all Health Boards in Scotland have a much higher proportion of female staff to male staff. The majority of female staff are concentrated in the Nursing and AHP professions. NHS Shetland is working hard to promote all NHS jobs to both males and females equally. The Universities are also playing their part to encourage more males to train for nursing or AHP careers.

NHS Shetland is careful in all of our advertising material for nursing and AHP posts to avoid sexual stereotyping. Our recruitment literature depicts both male and female staff in these roles

and projects a very positive image of both male and female Nurses and AHP's. Recruitment and selection training includes raising awareness of pitfalls of individual bias and provides guidance to recognise and help eliminate in selection processes.

The Sex/Age Profile for Internal Promotions

Across 2025 there were 25 internal promotions. These were split 84% female: 16% male which is broadly comparable to the workforce profile. The age ranges for staff receiving an internal promotion covered 20 to 59. The data suggests that internal promotions are not restricted by sex or age. This is in contrast to general perceptions of information gathered from local focus groups as shown in the Protected Characteristics Profiles LINK.

Table 8: Promotions by age/sex

Age Range	Female	Male	Grand Total
20-24	0.00%	4.00%	4%
25-29	12.00%	0.00%	12%
30-34	20.00%	0.00%	20%
35-39	8.00%	0.00%	8%
40-44	16.00%	8.00%	6.67%
45-49	20.00%	4.00%	24%
50-54	8.00%	0.00%	8%
55-59	0.00%	4.00%	4%
Total	84.00%	16%	

The Sex of staff applying for training and receiving training

This is not currently monitored. All training records are currently held in TURAS. The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data. .

Recruitment Profile

Table 9: The sex of applicants for posts, short listed candidates and people recruited.

SEX	Applied	Shortlisted	Recruited	% Applied	% Shortlisted	% Recruited
Female	4323	379	163	61%	9%	2%
Male	2787	163	50	39%	6%	1%
Prefer not to say	<5	<5	<5	0.00%	0.00%	0.00%
Total	7110	542	213			

- Consistent with past trends there are still a lower number of male applicants 39% than female applicants 61%, but the gap is less than workforce profile
- Applicants successful in being shortlisted 6% Male applicants were shortlisted compared with 9% female applicants were shortlisted

- Applicants successful in receiving an employment offer were 2% female applicants and 1% of male applicants.
- Data suggests no prejudice for those applicants that preferred not to answer in respect of short listing / offer of employment
- 8% of all applicants were successfully shortlisted; 3% of applicants were offered employment
- This information is in contrast to information on perceptions gathered from local focus groups / surveys as shown in the Protected Characteristics Profiles in relation to women accessing employment [HERE](#)

Senior Posts within NHS Shetland

At 31 December 2025 there were 63 employees on senior grades (AFC Band 8A and above or Executive Hay Grade, or Non-executive / Board Member). This comprised of 45 female and 18 male (a ratio 71%:29%), this is in comparison to overall employees within NHS Shetland which is 81%:19%.

Board Members

As at 31 March 2026 NHS Shetland has 15 Board Members. Non-Executive Members of the Board generally have other employment but they receive some remuneration for activities relating to their NHS Board duties.

NHS Shetland currently has 15 Board Members and one vacancy. Non-Executive Members of the Board generally have other employment but they receive some remuneration for activities relating to their NHS Board duties. The Executive Members are all senior managers.

The Gender Representation on Public Boards (2018) Act (GRPB) requires public bodies to report on meeting the requirements of the Act. The requirement is to make progress towards having 50% female non-executive Board members (excluding stakeholder members). The gender make up at this time is 8 female and 7 male.

There are 6 NHS Shetland non-executive Board members that form the basis of the gender representation calculation. There are three male and three female Non-Executive Board members plus a male Chair and a female Vice Chair. Therefore NHS Shetland meets the requirement and is fully compliant.

7. Gender Reassignment

Gender Reassignment profile of NHS Shetland Workforce

The 2022 Scottish Census asked about trans identity for the first time, it focused on a broader Scottish population. The results for Scotland as a whole found that 0.44% of people aged 16 and over identified as trans or had a trans history. Specifically, 19,990 people reported being trans or having a trans history. The census did not gather specific data on the trans status of residents in Shetland.

Table 10: Gender Reassignment workforce profile

Gender Reassignment	Count Employees	% Employees	Count Bank	% Bank
No	874	96.57%	231	94.67%
Prefer not to say	28	3.09%	11	4.51%
Yes	<5	<5	<5	<5

Response/completion rate has improved on previous year.

Table 11: Gender Reassignment Recruitment Monitoring

Gender Reassignment	Not Shortlisted	Shortlisted	Hired	%Not Shortlisted
No	266	38	11	3.72%
Yes	<5	<5	<5	<0.50%
(blank)	6873	514	207	96.22%
Prefer not to say	<5	<5	<5	<0.50%
Grand Total	7143	553	219	

There is a significant increase of incomplete application forms. This field was not completed in 96% of applications. This is consistent with previous year and believed to be linked to the automated application issue under investigation nationally. Data is collected again following employment.

8. Sexual Orientation

Sexual Orientation of NHS Shetland Workforce

The 2022 census included questions about sexual orientation for the first time, specifically for those aged 16 and over. These questions were voluntary, meaning respondents could choose not to answer. The goal was to gather data on LGBT+ individuals and their experiences, enabling better targeted services and equality monitoring.

The census data shows 2.87% of Shetland population over the age of 16 identified as LGB+.

The data indicated that younger generations were more likely to identify as LGBTQ+, while older generations tended to identify as heterosexual or not respond. The Census also found that while the highest percentage of bisexual individuals in Scotland was in the 16-24 age group, in comparison Shetland's peak was in the 25-34 age group. The census revealed that rural areas, like Shetland, had slightly fewer people identifying as lesbian, gay, or bisexual compared to urban areas.

Table 12: Sexual Orientation profile NHS Shetland workforce

Sexual Orientation	Count Employees	% Employees	Count Bank	% Bank
Heterosexual / Straight	775	85.64%	195	79.92%
LGBT+	32	3.54%	11	4.51%
Prefer not to say / Don't Know	98	10.83%	38	15.57%

- The Sexual Orientation profile of the workforce is broadly representative of the local population
- Approximately 11% of the overall workforce measured, selected 'prefer not to say'. This was higher % in Bank workers. In respect of data collection for protected characteristics, Sexual Orientation remains one of the lowest response rates.

Sexual Orientation: Recruitment Procedures

Table 13: Sexual orientation of recruitment applicants

Sexual Orientation	Applied	Shortlisted	Recruited	% Applied	% Shortlisted	% Recruited
Bi-sexual	168	25	11	2.35%	14.88%	6.55%
Gay/Lesbian	36	7	5	0.50%	19.44%	13.89%
Heterosexual/Straight	6737	484	187	94.62%	7.18%	2.78%
Other	21	<5	<5	0.29%	14.29%	4.76%
Prefer not to say	181	34	15	8.29%	18.78%	8.29%
Don't Know	<5	<5	<5	0.00%	0.00%	0.00%
Total	7143	553	219		7.41%	3.06%

- Candidates were shortlisted and appointed from each sexual orientation category monitored.
- The overall success rate for receiving an employment offer was 3.06%; Bisexual, Gay/Lesbian, Other and Prefer not to say, all had a higher % success rate; only applicants who identified as Heterosexual / Straight was just below rate at 3%.
- This suggests that shortlisting processes and interview processes appear fair and free from discrimination on the basis of sexual orientation.

The sexual orientation of staff applying for training and receiving training

All training records are currently held in TURAS. The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data.

9. Religion or Faith

Religion or faith profile of NHS Shetland Workforce

In the 2022 census the population of Shetland responses showed 31.9% identified with a religion and 62% stated that they did not. Shetland has a lower percentage of people identifying with a specific religion compared with other island and rural areas of Scotland. The number of people identifying as having no religion across Scotland, has increased from 2001 – 2022 by >20%.

Table 14: The religion/faith profile

Religion	Count Employee	% Employee	Count Bank	% Bank
Buddhist	4	0.44%	<5	0.00%

Christian - Other	154	17.01%	25	10.25%
Church of Scotland	114	12.60%	18	7.38%
Don't Know	5	0.55%	<5	0.00%
Hindu	8	0.88%	11	4.51%
Jewish	<5	0.11%	<5	0.00%
Muslim	8	0.88	<5	0.00%
No Religion	426	47.07%	132	54.10%
None	17	1.88%	20	8.20%
Other	19	2.10%	<5	1.23%
Pagan	<5	0.22%	<5	0.00%
Prefer not to say	95	10.50%	27	11.07%
Roman Catholic	50	5.52%	8	3.28%
Sikh	<5	0.22%	<5	0.00%

The information summary indicates:

Religion / Faith	% Response
Christian	32.11%
Other	5.05%
No Religion	51.78%
Not Disclosed	11.05%

- The workforce is broadly representative of the 2022 Census findings for the local community population profile.
- 11% of the overall workforce (employees and bank workers) selected “preferred not to say”
- 51% of the workforce (employees and bank workers combined) indicated that they had no religion, or responded ‘None’.
- 32% of the workforce identified with Christian based faith, 5% other faiths
- The completion rate for Faith and Religion is 89.5% and is one of the lowest responses from workforce monitoring data related to protected characteristics

Recruitment Process: Faith and Religion

Table 15: Recruitment applicants by faith/religion

Religion / Faith	Applied	Shortlisted	Recruited	% Applied	%Shortlisted	% Recruited
Another Religion or Body	38	<5	<5	0.53%	2.63%	2.63%
Buddhist	89	<5	<5	1.25%	1.12%	1.12%
Church of Scotland	119	27	12	2.79%	13.57%	6.03%
Hindu	568	16	<5	7.95%	2.82%	0.18%
Jewish	<5	<5	<5	0.03%	0.00%	0.00%
Muslim	1380	29	<5	19.32%	2.10%	0.36%

None	491	272	142	6.87%	55.40%	28.92%
Other – Christian	3188	117	33	44.63%	3.67%	1.04%
Pagan	6	<5	<5	0.08%	50%	16.67%
Prefer not to say	165	33	12	2.31%	20%	7.27%
Roman Catholic	997	54	11	13.96%	5.42%	1.10%
Sikh	20	<5	<5	0.28%	0.00%	0.00%

In summary:

Christian	4384	198	56	61.37%	4.52%	1.28%
Other	2103	50	9	29.44%	2.38%	0.43%
None	491	272	142	6.87%	55.40%	28.92%
Not Disclosed	165	33	12	2.31%	20.00%	7.27%
Totals	7143	553	219			

- Data demonstrates that NHS Shetland attracts applications from a diverse range of applicants which is consistent with of an increase in international recruitment.
- 61% of applicants identified with a Christian faith; 29% identified with other Religions / Faith, which is in contrast to the workforce and local population profiles.
- The low success rate to application and appointment of applicants identifying with a specific religion is as a result of the high number of irregular / incomplete automated responses to vacancies from overseas that currently skews recruitment applicant data across Scotland and highlights challenges with the Job train recruitment system.
- Below 7% of applicants identified with no specific religion. The % shortlisted and % successful appointment rate for this group was disproportionately higher.
- Below 3% of applicants preferred not to disclose faith / religion. The % rate of applicants shortlisted and % rate successfully recruited for this group was also proportionally higher. This is in keeping with research from Religion at Work Survey 2024 that revealed 47% of workers surveyed in the UK & US feel uncomfortable about discussing their religious beliefs

10. Age

Age profile of NHS Shetland Workforce 2025/26

Table 16: Age Profile

Row Labels	Count Employees	% Employees	Count Bank	% Bank
Under 20	5	0.55%	34	13.93%
20 - 24	26	2.87%	32	13.11%
25 - 29	92	10.17%	18	7.38%
30 - 34	97	10.72%	11	4.51%
35 - 39	117	12.93%	15	6.15%

40 - 44	100	11.05%	13	5.33%
45 - 49	101	11.16%	19	7.79%
50 - 54	104	11.49%	26	10.66%
55 - 59	115	12.71%	23	9.43%
60 - 64	105	11.60%	32	13.11%
65 +	43	4.75%	21	8.61%

- The age profile for under 25 years continues to improve. The Bank Workers data evidencing the increase in attracting students. We have been working with local networks 'Developing the Young Workforce' and local schools across the year to promote NHS Careers, so that we can better understand interests and align development of opportunities which will aim to attract and increase local supply of skills to support the future workforce design.
- The data shows over 41% of the workforce are aged 50 years or over. This indicates that there is large gap to fill if staff make retirement choices across the next 5-10 years. This emphasises the need for focus on workforce and succession planning to develop supply and retention options. The Retire and Return policy and hybrid working arrangements has helped retention. Bank work continues to provide opportunities to continue working after retirement. This is helpful as assists the retention of skills and experience and enables sharing of knowledge.

Age Profile: Recruitment Procedures

Table 17: The age profile of recruitment applicants

Age Range	Applied	Shortlisted	Recruited	% Application	% Shortlisted	% Recruited
<20	42	20	9	0.59%	48%	45%
20-24	384	64	29	5.38%	17%	4.30%
25-29	2457	122	44	34.40%	5%	36%
30-34	1857	86	35	26%	5%	41%
35-39	1171	74	25	16.39%	6%	34%
40-44	674	58	24	9.44%	9%	41%
45-49	296	42	14	4.14%	14%	33%
50-54	115	29	13	1.61%	25%	45%
55-59	50	20	10	0.70%	40%	50%
60-64	46	21	9	0.64%	46%	20%
>=65	14	6	1	0.20%	43%	20%
Not Recorded	37	11	6	0.52%	30%	16%
Grand Total	7143	553	219		8%	40%

- The recruitment data is broadly comparable to the workforce profile
- 86% of applicants are of an age range 25 – 44 years; 6% under 25 years old and 8% 45 – 65 and over
- Overall 8% of applicants were shortlisted 40% of those interviewed resulted in a formal offer of work; 3% of all applicants were successfully recruited

- Internal promotions are shown by sex and age above

The findings suggest that NHS Shetland attracts a diverse age range of applicants to vacancies that would indicate fair recruitment practices free of age discrimination. During 2025/26 NHS Shetland has continued work with schools and the DYW to promote NHS careers and temporary work / volunteering and work experience opportunities.

The age profile for staff receiving training

This information is not currently recorded. All training records are currently held in TURAS. The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data.

11. Pregnancy and Maternity

During 2025/26, 34 staff from across the organisation started maternity leave, and 23 staff were due to return to work following completion of maternity leave, of which 2 staff did not return.

The return to work rate reflects perhaps:

- the commitment of staff to work / career
- the opportunities offered by NHS Shetland for flexible or part-time working
- The general high cost of living and accommodation, which is higher in Shetland

12. Marriage and Civil Partnership

Information on the marital status of NHS Shetland workforce

Table 18: Marital Status

Marital Status	Count Employees	% Employees	Count Bank	% Bank
Civil Partnership	<5	0.44%	<5	0.82%
Divorced	59	6.52%	14	5.74%
Married	495	54.70%	102	41.80%
Single	339	37.46%	125	51.23%
Widowed	8	0.88%	<5	0.41%

- The figures are broadly representative of the local population and suggest that there is no discrimination on the grounds of marital status in procedures
- Divorced/separated rates are marginally lower for NHS Shetland staff than the Shetland population in 2022

The marital status of staff receiving training

This information is not currently recorded. All training records are currently held in TURAS. The training and management system does not currently integrate across to eESS the Human Resource system or enable collection of Equality and Diversity monitoring information directly to assist in collection of this data.

13. Staff Performance and Assessment

Knowledge and Skills Framework (KSF)

KSF has been implemented for all NHS Shetland staff on Agenda for Change terms and conditions, separate arrangements apply for Medical and Dental staff and Senior Manager's. There is an ongoing cycle of review, planning, development and evaluation which links organisational and individual development needs; this is a commitment to the development of everyone who works in the NHS.

14. Conclusions and Actions

The diversity data collated provides a mechanism to monitor the impact and outcome on different protected characteristics, helping to identify current and future needs and possible inequalities. Any gaps identified can be investigated to understand possible causes and solutions. We acknowledge some significant difficulties remain with having to work with different employee systems to extract different data sets relating to the protected characteristics to provide an overarching profile of the NHS Shetland workforce.

NHS Shetland continue to be committed to continue to work on improving the quality of data collected to enable an evidence-based approach to equality monitoring in order promote inclusion and seek to consistently improve the working environment for our staff and inform effective workforce planning and fair recruitment practice.

Working with the Area Partnership Forum, the key actions that will be undertaken during 2025/26 will include the following:

Equality and Diversity Data

- Continue to encourage colleagues to update their personal information on eESS including protected characteristics to see if "Declines"/ "Don't Know" responses can be reduced
- Publish the Equal Pay Monitoring Report and Equal Pay Statement.

Training and Education

- Refresh recruitment training resources, focusing on bias awareness, and encourage all hiring managers to access the training.
- Collaborate with the occupational health team to raise awareness of Access to Work grants provided by the Department for Work and Pensions.
- Continue our leadership development program and succession planning approach.

Communication

- Promote Once for Scotland's work-life balance policies to assist colleagues who care for dependents, and continue promoting and educating managers with regards to reasonable adjustments.

Workforce of the Future

Equality, diversity and inclusion workforce monitoring will continue to inform workforce planning priorities across NHS Shetland. The workforce demographic analysis, recruitment outcomes, training access and workforce experience data will be used to

identify workforce inequalities and support the development of a sustainable inclusive workforce, aligning workforce planning priorities with Equality outcomes, Equality Assessment processes and SHET Board Workforce Plan objectives ensuring future workforce models support inclusive and flexible ways of working.

15. Publishing the Report

The NHS Shetland Workforce Monitoring Report 2024/25 will be shared with NHS Shetland Staff Governance Committee and Area Partnership Forum. Thereafter, circulated electronically within NHS Shetland and posted on the [NHS Shetland website](#) so it will be accessible to staff, partner agencies and the wider community of Shetland.

All comments received will be carefully considered. Comments in any language or format can be made:

By email to: shet.corporateservices@nhs.scot

By post to:

Feedback Service,
NHS Shetland Board Headquarters,
Upper Floor Montfield,
Burgh Road,
Lerwick
ZE1 0LA

By telephone to: 01595 743060

16. Compilation of the Report: Acknowledgements

Compiled on behalf of NHS Shetland Lorraine Allinson, Head of HR/OH Services, NHS Shetland. April 2025

Laura Pottinger, HR Systems / Recruitment Manager for workforce data reports

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Corporate Services, Public Health and Finance Teams for respective information.