
Gender Pay Gap Report - 2018



Executive Summary

SCRA is required under The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish our gender pay gap annually, and to ensure that the design and operation of our pay system is not biased.

All staff, including Modern Apprentices, the Principal Reporter/Chief Executive, part-time, full-time and fixed term employees, who were in post on 31st January 2018 are included in this report and analysis.

SCRA's gender pay gap across the organisation although still significant has reduced from 28.78% in 2017 to **27.27%**. This reduction is as a result of the 2017/18 pay award which proportionately offered a higher percentage pay increase to employees in the lower paid grades within the organisation. SCRA's demographics, which on 31st January, 2018 comprised of an 88% female workforce with the 12% male workforce disproportionately represented in professional and senior grades. SCRA's workforce has comprised of these demographics for some time and one of our Equality Outcomes is to work towards a workforce that is more representative of the Scottish population.

Despite the overall gender pay gap, an analysis of individual grades shows that the gender pay gap varies from -0.25% in favour of women to 3.67% in favour of men.

The grade where SCRA has the largest gender pay gap in favour of men is Grade G, which is the senior management grade. We recognise that this is an issue caused by a larger number of men (66%) in this senior management grade. However to put this into some perspective, the grade comprises four males and two females. With the development of a Women into Leadership Network that aims to identify talent and link into our succession planning approach, we expect this to improve further over the next few years. SCRA's Board has considered its skills mix during recruitment, selecting the best candidates to represent SCRA's interests and now is now made up of 75% female Board Members (6) and 25% male Board Members (2).

For the first time, SCRA is reporting its pay gap on the protected characteristics of ethnicity, disability and age, further reporting on the gender pay gap for each one. Analysis of the data held highlights the need for SCRA to improve the quality of the data it holds on its workforce as ultimately a diverse workforce will ensure you have different views to inform decisions and meet customer needs.

1. Introduction

- 1.1 The purpose of a gender pay gap analysis, as outlined by the Equality and Human Rights Commission (ECHR), is to focus on comparing the pay of male and female employees. As well as identifying differences in pay, a gender pay analysis should also examine the factors influencing any gender pay gap, and identify actions for addressing pay gaps.
- 1.2 SCRA is required under The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish our gender pay gap figure annually, and to ensure that the design and operation of our pay system is not biased. To support this an Equal Pay Statement is attached at Appendix 1.
- 1.3 All staff, including Modern Apprentices, the Principal Reporter/Chief Executive, part-time, full-time and fixed term employees, who were in post on 31st January 2018 are included in this report and analysis.
- 1.4 The pay gap has been calculated using the average hourly rate across each characteristic, using both the mean and median hourly rates. The mean being the average hourly rate and the median being the hourly rate at which 50% of staff are above or below. The mean is considered by many organisations to be a more useful measure as it includes the highest and lowest rates of pay and because those on the highest rates of pay tend to be men and those on the lowest are more likely to be women, it captures a more complete picture of the pay gap.

2. Gender Pay Gap Information

- 2.1 The gender pay gap results when measured against all staff are detailed in Figures 1 and 2.

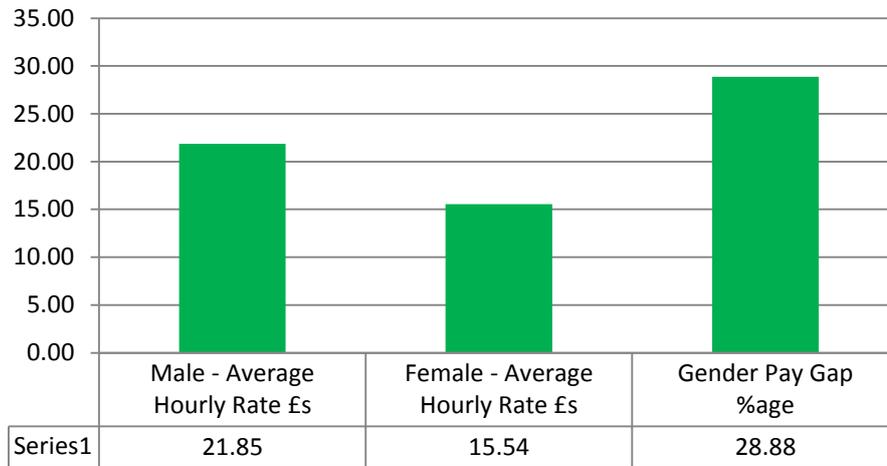
Figure 1

Gender Pay Gap - Mean



Figure 2

Gender Pay Gap - Median



The calculations for Figures 1 and 2 were made using the following formula, substituting the mean average hourly rates with the median average hourly rates as required:-

$$\frac{(\text{Average Male Hourly Rate} - \text{Average Female Hourly Rate})}{\text{Average Male Hourly Rate}} \times 100$$

- 2.2 Figure 1 shows that the current gender pay gap when using the mean average hourly rate of pay is calculated at 27.27% - a reduction of 1.51% from 2017.
- 2.3 Figure 2 shows that the current gender pay gap when using the median average hourly rate of pay is calculated at 28.88% (down 0.37% from 2017). When examined against the Office of National Statistics (ONS), SCRA's median figure is 10.78% higher than the median across public sector employees for 2016.
- 2.4 Although further analysis by grade is undertaken in this report, SCRA recognises that in a predominantly female workforce (88% at 31st January, 2018), there are proportionately more males in professional and senior management roles.

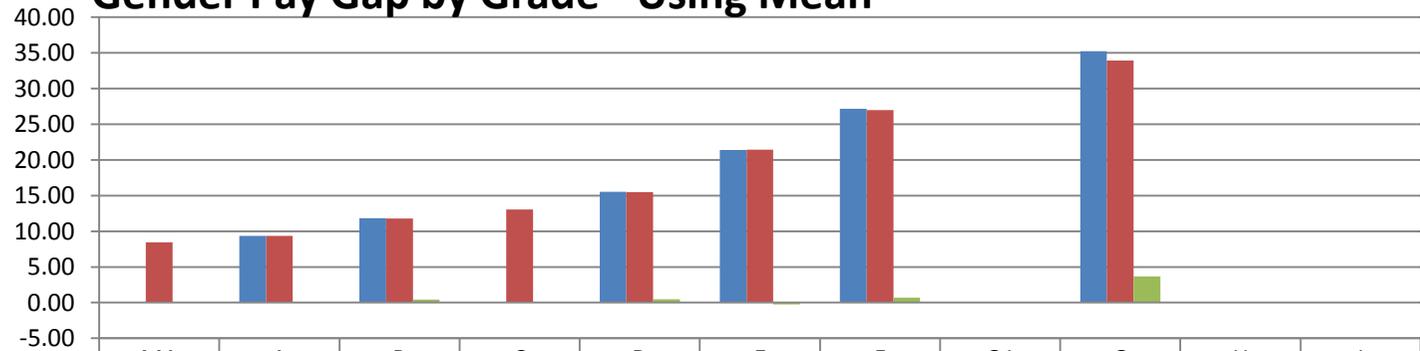
3. Differences by Grade

- 3.1 Figures 3 and 4 illustrate the gender pay gap by grade, using both the mean and median average hourly rates of pay. As illustrated, the results differ depending on whether or not the mean or median averages are applied.

Figure 3

Grades G1 and I not recorded as only one postholder in post. Grade H is vacant.

Gender Pay Gap by Grade - Using Mean

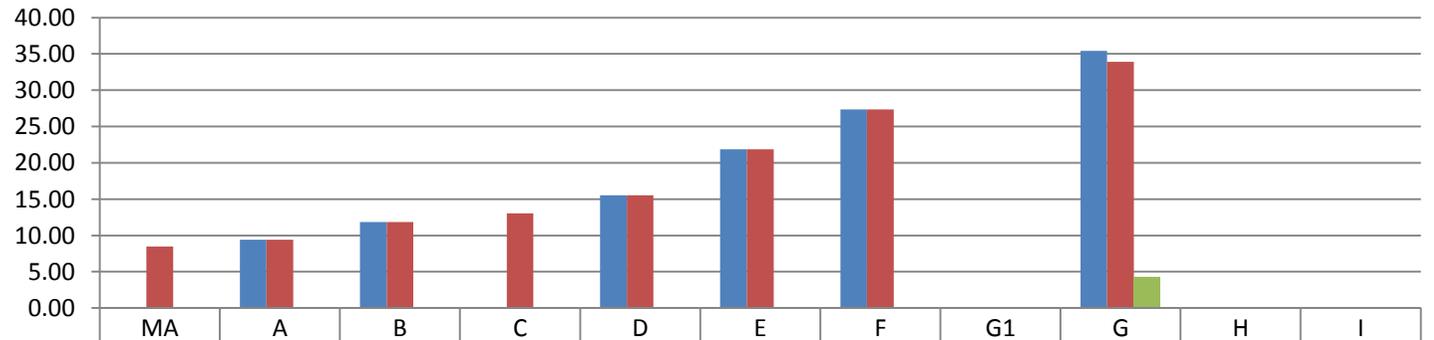


	MA	A	B	C	D	E	F	G1	G	H	I
Male Average Hourly Rate £s	0.00	9.36	11.85	0.00	15.54	21.37	27.15	0.00	35.21	0.00	0.00
Female Average Hourly Rate £s	8.45	9.37	11.80	13.04	15.47	21.42	26.96	0.00	33.92	0.00	0.00
Gender Pay Gap %age	0.00	-0.09	0.43	0.00	0.46	-0.25	0.70	0.00	3.67	0.00	0.00

Figure 4

Grades G1 and I not recorded as only one postholder in post. Grade H is vacant.

Gender Pay by Grade - using Median



	MA	A	B	C	D	E	F	G1	G	H	I
Male Median Hourly Rate £s	0.00	9.42	11.85	0.00	15.54	21.85	27.36	0.00	35.41	0.00	0.00
Female Median Hourly Rate £s	8.45	9.42	11.85	13.04	15.54	21.85	27.36	0.00	33.92	0.00	0.00
Gender Pay Gap %age	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.21	0.00	0.00

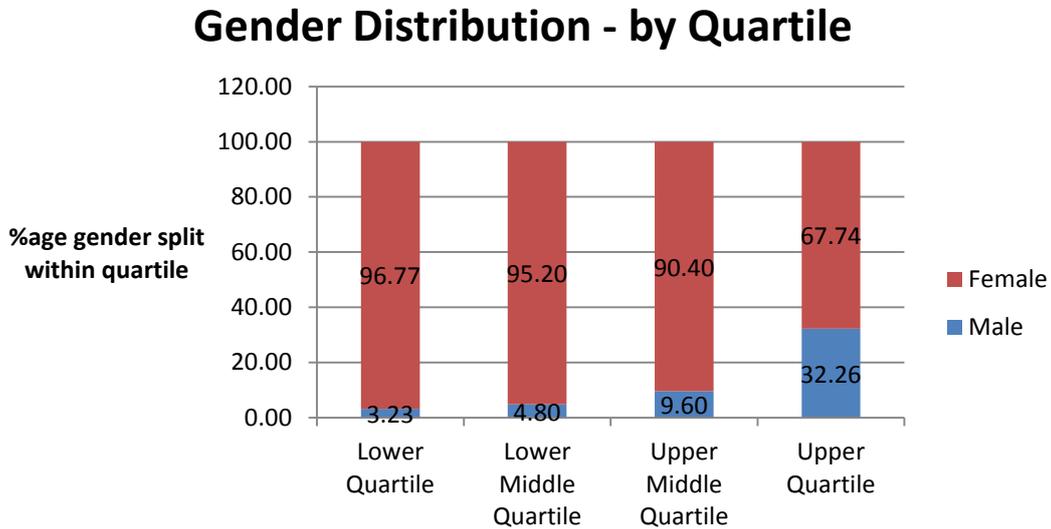
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- 3.2 Examination of this data has identified that when the mean calculation is used (Figure 3), other than Grade G, the gender pay gap ranges from -0.25% to 0.7%, the minus figures being those which are in favour of female postholders. The pay gap highlighted at Grade G has reduced by 1.46% to 3.67%, which improves the gap in a predominantly male grade. It is suggested that these statistics are acceptable levels of gaps per grade.
- 3.3 Figure 4, using the median average hourly rate, goes further and shows that all grades, other than Grade G, have no gender pay gap at all, with Grade G again reducing from 7.02% to 4.21%.
- 3.4 Grade G, which is the grade occupied by the Executive Management Team (excluding the Principal Reporter/ Chief Executive) shows a gender pay gap in favour of men at 3.67% using the mean and 4.21% using the median. There are five pay steps within the G Grade and it is anticipated that the gender pay gap will close in this grade within two years. The pay gap at Grade G contributes 5.17% to the organisation's overall pay gap (mean).
- 3.5 It is evident from Figures 3 and 4 that, despite the high gender pay gap outlined in Section 2, SCRA does not have an equal pay issue.
- 3.6 SCRA has a fair and robust recruitment and selection policy which is focused on the skills required for the job and is committed to ensuring that the most suitable candidate is appointed on all occasions. A key objective for SCRA's Equalities Strategy is to progress the composition of workforce to one that more represents Scotland's population. Work groups are currently considering our recruitment adverts to ensure that the content, placement and clarity around roles attract a broader and more diverse set of potential candidates for each role.
- 3.6 Additionally, SCRA's Women into Leadership action plan, attached at Appendix 2, is implementing a Women into Leadership Network in June 2018 to support talent management across its female workforce as well as providing opportunities to shadow, access to coaching and opportunities to explore ways to increase knowledge and confidence in seeking more senior opportunities. Succession Planning for key roles is a strong element within the action plan as well as providing for career pathways and personal development for all staff.

4. Distribution of Female and Male Employees

- 4.1 Figure 5 outlines the distribution of female and male employees by quartile. The four quartiles of Lower, Lower Middle, Upper Middle and Upper quartiles, are determined by the specific public sector duties laid upon SCRA by the 2017 Regulations. Figure 5 highlights that the gender pay gap is particularly influenced by the greater number of female employees working in Lower and Lower Middle quartiles (n- 120 females, 4 males and n- 119 females and 6 males respectively). Overall 96% of employees within the Lower and Lower Middle Quartiles are female.

4.2 There are more male employees in the Upper Middle and Upper Quartiles (n- 12 and n- 40 respectively) but overall female employees still make up 79% of all staff in these quartiles. The increased number of male staff within these quartiles, which brings about an unequal distribution across the quartiles, directly influences SCRA's gender pay gap.

Figure 5



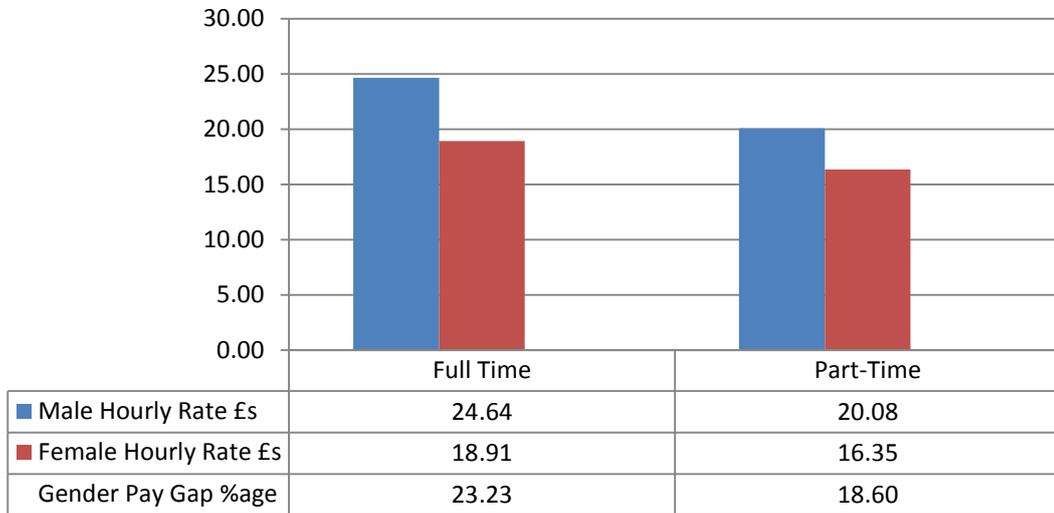
5. Full Time vs Part Time

5.1 In Figure 6, when comparing the pay between male and female employees employed on both full and part-time hours, the mean gender pay gap is still significant at 23.23% and 18.6% respectively. Both of these figures have reduced from 2017 by 4.77% and 1.92%, which is positive progress.

5.2 The median calculation showed a gender pay gap of 28.88% for both full-time and part-time employees. The ONS stats for 2016 show that on average across the UK the gender pay gap for full time staff is 9.4% and -6% for part-time staff. Whilst SCRA has some way to go to meet the ONS statistics, we should be cognisant of the wide variation in occupations that will be included in those statistics which will have an impact on the reported national gender pay gap.

Figure 6

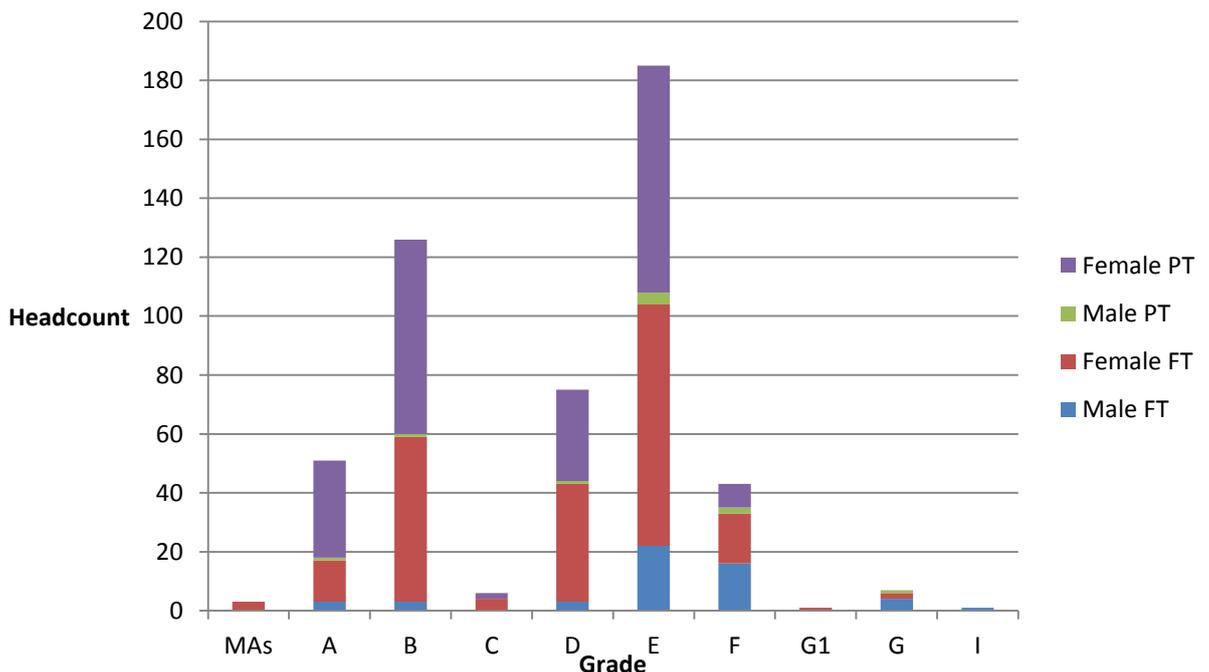
Gender Pay Gap - Full Time vs Part Time (Mean)



5.2 As evidenced in Figure 7, there are more female employees working on a part-time basis with 44% of all staff being female part-time workers, proportionately spread evenly across grades. 16% of all male employees are employed on a part-time basis, again almost evenly spread across all grades. There are no part-time employees in Grade G (albeit there are a number of flexible working patterns in Grade G).

Figure 7

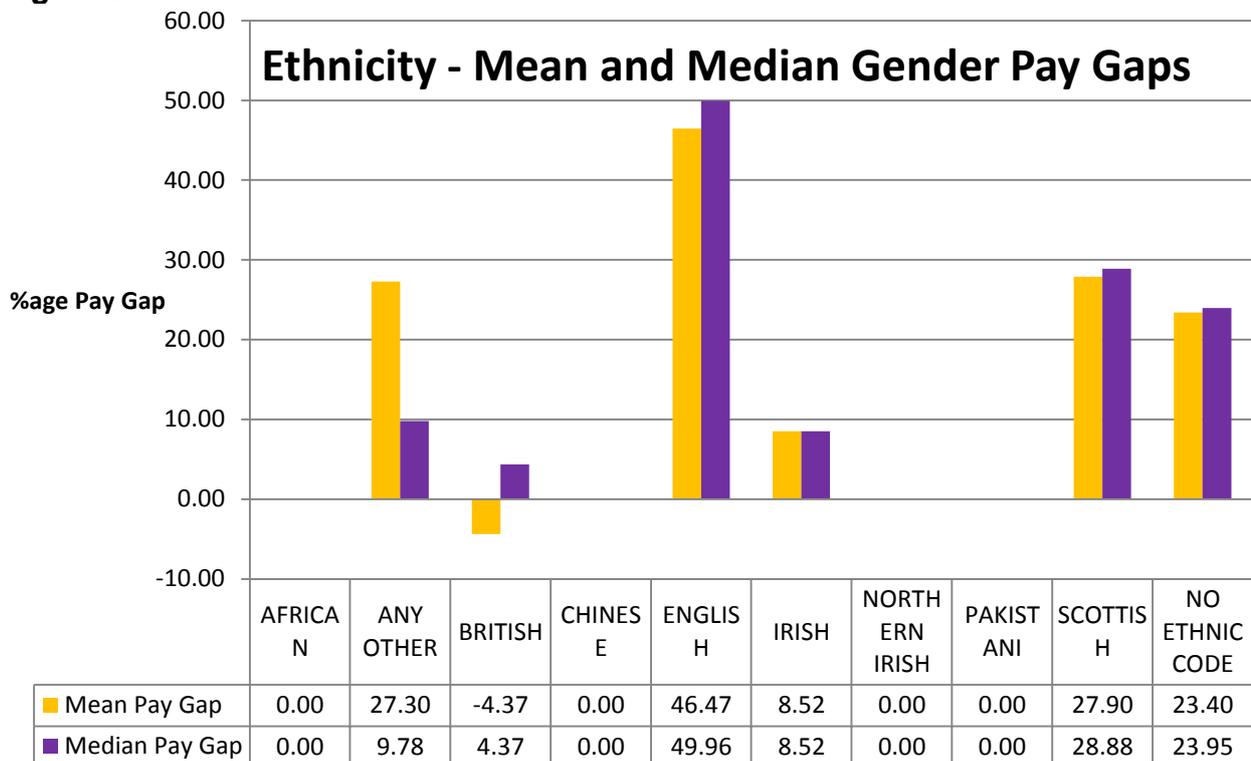
Distribution of Male and Female Employees on Full-time and Part-time Hours



6. Ethnicity - Pay Gap

- 6.1 SCRA regularly requires staff to update their personal and sensitive data on the e-hr system. Over a number of years we have improved the quality of the data that we can report on in terms of a number of protected characteristics. The analysis of the data in this report in particular in relation to ethnicity and disability highlights the fact that further work is required to increase the level of data that we hold to enable us to respond better to workforce diversity and policy development.
- 6.2 SCRA's ethnicity gap measures the differences in average hourly rate between those staff who have declared their ethnicity as BAME and those who have not. SCRA's overall ethnicity gap (mean) is 19.95%.
- 6.3 Figure 8 further details the gender pay gap across all reported ethnicities held within the e-hr system, both in mean and median calculations. The Figure identifies that the 'Scottish' and 'No Ethnic Code' categories are most reflective of SCRA's overall gender pay gap. This is as a result of 78% of the workforce recorded within these two categories. The next two largest recorded categories are 'Any Other' and 'British', with British the only category showing a mean pay gap in favour of female postholders. The 'English' category shows a significant pay gap at almost 50% - the data behind this analysis includes only 9 postholders, 3 of which are male employees in professional and senior management roles, which provides a more skewed outcome. Where there is no pay gap recorded, this is due to the fact that there are only female employees in these categories.

Figure 8



6.4 SCRA recognises that its workforce does not reflect Scotland’s diverse population either through gender or indeed through ethnicity and the activities in the agreed Equalities Strategy aim to improve on this over time.

7. Disability - Pay Gap

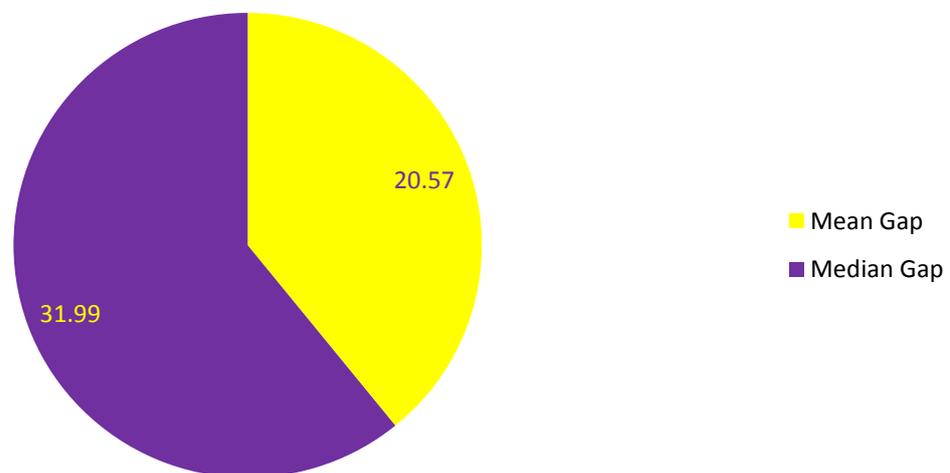
7.1 SCRA has a sound history and practice of supporting and retaining staff with a disability, through implementing reasonable adjustments, developing and implementing a Disability Leave Policy and a long term investment in excellent occupational health and support. SCRA has just retained, for the second year, it’s level 2 Employer Disability Confident award and is considering working towards the Disability Confident Leader award.

7.2 SCRA’s disability gap measures the differences in average hourly rate between those staff who have declared themselves as having a disability and those who have not. SCRA’s overall disability gap (mean) is 12.81%.

7.3 Figure 9 further describes both the mean and median gender pay gap as it relates to staff reporting a disability . The number of staff reporting a disability on the e-hr system is small at n=9, which does not reflect the workforce that is supported in terms of their disability and therefore maybe somewhat skewed.

Figure 9

Disability - Mean and Median Gender Pay Gaps

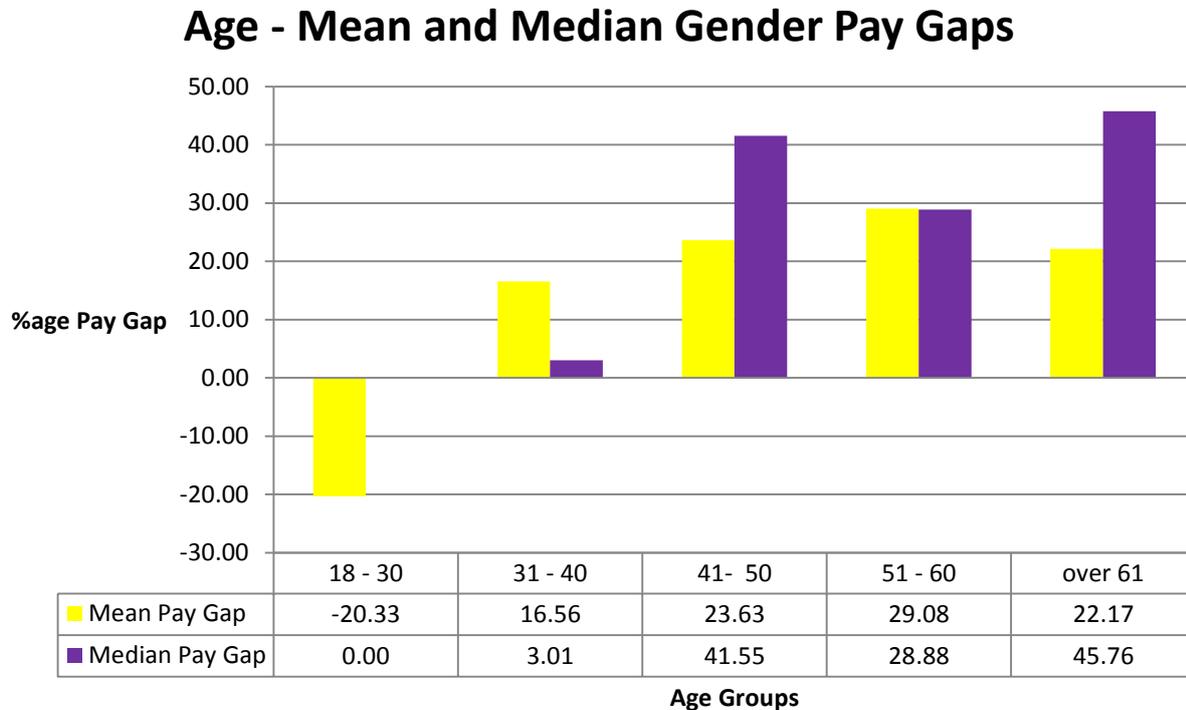


8. Age - Pay Gap

8.1 The gender pay gap has been further analysed by age. To support this analysis, the age groups of 18 – 30, 31 – 40, 41- 50, 51 – 60 and over 61 were utilised. Through its workforce data, SCRA is aware that 64% of all staff are in the 41 – 50 and 51 - 60 age groups. Succession planning, in terms of skills mix and the retention of knowledge and experience are considered in the annual workforce planning exercise.

8.2 Figure 10 details the gender pay gaps both in mean and median format. We can report that in the age category 18 – 30 the mean gap is in favour of female employees by over 20%. However, as the age group increases so does the gender pay gap, particularly in the age categories where the largest groups of our workforce are positioned.

Figure 10



8.3 It may be assumed that the pay gap increases with age as a result of female employees taking time out from work for a period of time during their employment to care for families whilst the small number of male employees remain in the workplace and progress their careers. SCRA has recognised the impact of females being the main family carers and supports a wide variety of flexible working practices and patterns in support of this. We aim to see the age related pay gaps reducing as we manage our succession planning and encourage employees from all age groups to consider more senior roles within the organisation.

9. Conclusion

9.1 We recognise that overall SCRA has a significant gender pay gap. However the demographics of the organisation in terms of the number of female employees and the disproportionate number of male employees in professional and senior grades is a key factor in how the pay gap is determined.

6.2 SCRA remains committed to improving the gender pay gap and to furthering equality between female and male employees. SCRA's Equality Outcomes and Women into Leadership Action Plan will support the work towards closing the gender gap. These outcomes and actions will be reviewed for their impact on a regular basis and amended as appropriate.

SCRA – Equal Pay Statement

1. Our commitment to Equal Pay

- 1.1 SCRA is an equal opportunities employer and all staff should be treated equally irrespective of their sex, marital/civil partnership status, age, race, ethnic origin, sexual orientation, disability, religion or belief, employment status, gender identity (transgender), or caring responsibility. SCRA commits to operating a pay and reward system which is transparent, based on objective criteria and free from bias.
- 1.2 The law gives a woman the right to be paid the same as a man (and vice-versa) for:
- Like Work – two employees doing the same or very similar roles;
 - Work rated as equivalent – different jobs which have been given the same rating as the result of an analytical job evaluation scheme;
 - Work of an equal value – different jobs that the employee claims require a similar level of skill and ability.
- 1.3 As a public authority, SCRA is required to take steps to proactively address gender inequality by first examining the ways in which gender inequality impacts the organisation and its employees. The EHRC makes clear however that a general regard to the issue of equality is not enough to comply.
- 1.4 SCRA has not identified any current patterns or trends that demonstrate that equal pay is a significant issue of concern in our organisation. That said, in order to continue to deliver equal pay and equality of opportunity to our employees and job applicants, we will assess all relevant employment policies and procedures to identify different effects of practices on women and men, and take action to address these. We will capture any initiatives in our next Equality Outcomes report.
- 1.5 Our Equal Pay policy is incorporated into Section 4 of our Equal Opportunities policy and commits SCRA to reviewing equal pay in the development of annual pay awards and to monitor pay regularly in partnership with UNISON.

2. Pay Progression within SCRA

- 2.1 Pay progression within SCRA ranges between one and four years to the maximum of the grade. We will continue to review progression times within the pay structure to ensure they match our expectations to pay the target rate for the role. Any changes to our pay structures require approval from the Scottish Government and must comply with the pay policy guidance.

3. SCRA policies that support equal pay

- 3.1 SCRA has number of particular employment policies that support the principles of equal pay and these include:-

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- Flexible Working policy
 - Compressed hours
 - Flexi-time
 - Part-time working
 - Job sharing
 - Term-time working
 - Home working
 - Mobile working
 - Voluntary reduced working time for a specific period
 - Career Breaks
 - Flexible retirement

4. Women in Leadership

- 4.1 SCRA is actively taking steps to reduce the barriers to women's progression to more professional and senior roles. A Women into Leadership action plan has been developed that will see the implementation of supportive network across roles and grades to identify what further measures can be put in place to encourage women into more professional and leadership roles.
- 4.2 SCRA promotes the annual national Women Into Leadership Conference and makes available spaces for staff to attend and bring the learning and ideas back to the newly implemented network.

5. Equalities Ambassadors

- 5.1 We have appointed Equalities Ambassadors across the organisation who promote protected characteristic and raise the profile of equalities issues within the organisation. Coaching and mentoring opportunities will be provided via implementation of our Workforce Development Strategy.

6. Review of recruitment practices – improving representation of all protected characteristics across all job types and levels.

- 6.1 To ensure that we attract as wide a pool of applicant as possible, we advertise all our fixed term and permanent roles openly on our Intranet and also use our website, national and specialist recruitment agencies, such as S1Jobs, Indeed jobs and on public sector and academic jobsites. We are further considering how we can include more direct approaches to protected groups and will include these in our recruitment strategy. All our job descriptions, prior to advertising, including newly developed ones have been through the job evaluation process to ensure that there is equal pay for work of equal value. We carefully review our person specifications for each role we advertise to ensure we remove any essential or desirable criteria that may unintentionally dissuade women from applying for our roles.
- 6.2 Our interview panels can only proceed where a gender balance is achieved and all interview panel members must have been trained on good recruitment

practice which includes being fully briefed on their equality responsibilities. Unconscious bias training will be provided to all interview panel members as part of their ongoing training.

7. Review of employment policies and procedures

- 7.1 SCRA plans and annual cycle of review for its employment policies and procedures, including its Recruitment and Selection Policy and Equal Opportunities policy to ensure processes are legislatively compliant, are non-discriminatory and support best practice.
- 7.2 SCRA uses the Hays Methodology Guide approach to job evaluation and has a job evaluation structure in place to support the approach. The process and JE structure will be the subject of an independent health check in 2018 to provide assurances that the structure continues to meet the needs of SCRA.

8. Equality Training

- 8.1 SCRA is a member of the Employers Network for Equality and Inclusion (ENEI) which provides significant training and material supports. SCRA is using this to roll out bite size equality and diversity training focusing on each of the 9 protected characteristics (including unconscious bias training) for staff, Board and EMT members in Spring 2018 with similar training being incorporated into future induction programmes for new starts.

9. Flexible working arrangements

- 9.1 All employees can request different work patterns including flexible work patterns that can help to support better work life balances and individual caring responsibilities. SCRA will aim to design each one so that there is adequate service provision to the children and families we serve.
- 9.2 SCRA operates a flexible working culture and does not endorse presenteeism. It provides staff a flexible working hours scheme where core hours are between 10:00 and 12:00 and 14:30 to 16:00, allowing staff to arrive flexibly between 07:00 and 10:00 and leave flexibly between 16:00 and 20:00.

10. Equalities Network

- 10.1 SCRA's Equalities Network is well established within the organisation and is chaired and led by the Chair of the Board and Principal Reporter/Chief Executive. The network comprises organisational practitioners, equality ambassadors and representatives from HR, Communications and other Head Office functions. The network is also open to members of partner organisations so that good practice and information can be shared. SCRA is represented on the NDPB Equalities Network which meets at least quarterly. SCRA has invested in a full time Equalities Lead to promote best practice in relations to equality and diversity and incorporate new best practice as advocated by EHRC, equality campaign groups and other network organisations.

11. Conclusion

11.1 SCRA remains committed to the principles of equal pay for work of equal value and will continue to deliver and improve on strengthening pay equality for its staff through its annual pay offers and reviews.

Women into Leadership Action Plan & Log (updated February 2018)

Recommendation		Action	Owner	Timescale	Status
1.	Demonstrate consistently over time that SCRA sees women into leadership as important and viable.	Develop an Action Plan to focus on Women into Leadership based on the recommendations of research.	Indiya Kurlus	n/a	Complete
		Develop career profiles of women in leadership positions within SCRA (including career progression, skills, competencies and development, working patterns, etc) and place on Connect.	Indiya Kurlus	n/a	Complete
2.	Make management roles more accessible to women whose family commitments require part time, flexible, local working patterns.	Continue advertising of all vacancies (including management roles) which unless stated to the contrary will be available for flexible working patterns. Any EMT vacancy will be clear on what flexibility in working patterns are possible.	Susan Deery	n/a	Ongoing
		Career profiles of women in leadership positions within SCRA to include working pattern to demonstrate flexibility.	Indiya Kurlus	n/a	Complete
3.	Line managers and mentors should increase their support of women , encouraging them to think of themselves as leaders and to develop themselves in that direction. Improve the appraisal process so that it provides a strong, consistent vehicle through which leadership development can be realised.	Development of iTrent to record a minimum of 4 supervision sessions per annum to ensure supervision is taking place.	Susan Deery	April 2018	Partially complete (development complete, national roll out to begin)
		Development of iTrent to record appraisal, focusing on Personal Development Plans and objectives.	Susan Deery	April 2018	Partially complete (as above)
		Use the information reported from Personal Development Plans recorded in iTrent to inform the development of SCRA's training needs assessment to ensure appropriate training is available.	Learning & Equalities Officer/HR	Commence October 2018 (ongoing)	Not started - delayed for iTrent national roll out and due to vacancy
		Develop Mentoring & Shadowing opportunities for staff in line with	Susan Deery	n/a	Started (ongoing business)

		succession planning approach.			requirement)
		Advertise opportunities for internal and external secondments.	Susan Deery	n/a	Ongoing
		Ensure that that the Management Development Programme and Professional Manager Programme is timeously published and advertised to staff.	Learning & Equalities Officer/Lisa Bennett	Annually (advertise June, cohort start August)	Ongoing
		Develop Succession Plan for all roles within SCRA. These will identify skills, qualifications and competencies required for each role and contain a list of suitable internal candidates.	Susan Deery/post holders	December 2018	Started (ongoing business requirement)
4.	Facilitate the formation of supportive peer groups of women who can encourage and learn from one another in their efforts to lead.	Launch the recruitment for a Women's Leadership Network.	Susan Deery/Indiya Kurlus	8 th March 2018	Started
		Facilitate the development of a Women into Leadership Network. First event to be led by those who attended the Women into Leadership Conference in 2017 to feed back learning to other women interested in developing into leadership.	Susan Deery/Indiya Kurlus	June 2018	Not started
		Develop a Mentoring & Shadowing Programme.	Susan Deery	December 2018	Not started - delayed due to vacancy
5.	Provide women with training in leadership skills , focusing particularly on a replacement for the DPSL. Consider providing specific training for women into leadership, drawing on programs offered elsewhere.	Develop a leadership programme to replace the DPSL.	Susan Deery/Learning & Equalities Officer	n/a	Complete
		Publicise that the Professional Manager Programme (replaces the DPSL) can be delivered by VC to better include women who work outwith the central belt.	Learning & Equalities Officer/line managers	n/a	Ongoing
		Investigate women-specific leadership training.	Learning & Equalities Officer	October 2018	Not started - delayed due to vacancy
		Fund 2 female staff members per year to attend the Women into Leadership annual conference.	Susan Deery	n/a	Ongoing
6.	Consider providing a range of	Consider opportunities for all staff to adopt	Line managers	n/a	Ongoing

	opportunities to lead , and enabling employees to use the experience thus gained to make a case for promotion within their current role, without necessarily having to wait for a vacancy to come up.	leadership roles outwith traditional management roles (e.g. leading projects, programmes, line manage work experience/students, etc).			
		Explore opportunities to increase 'acting up' opportunities where managers are on leave/off sick.	Susan Deery/Senior Operational Managers	September 2018	Started
		Promote opportunities for secondment, internally and externally.	Susan Deery	n/a	Ongoing
		Provide and publicise opportunities for all staff to join organisational groups/networks (e.g. Participation Group, Equalities Network, Digital Transformation, Job Evaluation, etc).	Line managers	n/a	Ongoing
7.	Provide employees with more information about the content of management roles , for instance through shadowing, briefing, case studies and delegation.	Provide opportunities for managers to attend senior management meetings internally and externally, where appropriate.	Susan Deery	n/a	Ongoing
		Develop a 'Day in the Life' series to illustrate the activities undertaken by those in management positions.	Indiya Kurlus	July 2018	Started
8.	Educate men and women in SCRA about subtle societal gender biases that are likely to unconsciously influence their perceptions and interactions in the organisation.	Raise awareness of equalities, diversity and inclusion among all staff.	Equalities Network/Equalities Ambassadors/line managers	n/a	Ongoing
		Equalities Network to progress equalities and diversity training within SCRA.	Karen Wallace/Learning & Equalities Officer	December 2018	Started
		Deliver Unconscious Bias training to all staff.	Susan Deery/Karen Wallace	October 2018	Not started
		Development of Equalities Ambassador Programme within SCRA.	Equalities Network	n/a	Complete