

# GENDER PAY GAP REPORT 2023 (For April 2022)

## What is gender pay gap reporting?

Gender pay gap reporting is not the same as paying men and women equally for doing like-for-like work – our Job Evaluation process ensures we do that – but instead looks at the distribution of men and women through all pay levels of the organisation, the hours they work, and the effect this has on average hourly rates of pay. This report is a snapshot of our pay and gender as of 30 March 2022. This ‘lag’ in reporting time (we do not report on 2023 until 2024) is consistent with government requirements.

## Why is this important?

It is important that we have a diverse workforce that brings a wide range of skills, experience, and knowledge to our work. We want to encourage a balance of men and women in the workplace and consider new attitudes to work that many people have – for example: part-time vs full-time working, career plans, secondments, or career breaks. When we recruit new employees, we always look for the best candidate for the job – irrespective of gender – but we are careful that our process for defining job structure and hours of work does not favour either men or women.

## Our workforce Profile

Gender	Workforce Profile (No.)	Workforce Profile (%)	Full Time	Part Time
Female	1,610	35.5%	30.3%	5.2%
Male	2,922	64.5%	55.9%	8.6%

*(SPS workforce, March 2022)*

## What are we asked to look at?

For gender pay gap reporting we are asked to look at:

- The difference (as a percentage) between the average pay men and women receive (the ‘mean gender pay gap’)
- The difference (as a percentage) between the median pay men and women receive (the mid-point of the individual pay rates in the organisation – the ‘median gender pay gap’)
- The balance of men and women across our employees overall, and in four equal-sized groups when ranked by pay (‘quartiles’)

## Key findings

### Our mean gender pay gap is: 7.9%

The average hourly rate paid to women is 7.9% less than men, a slight increase from our previous figure in 2021 of 7.8%.

### Our median gender pay gap is: 15.61%

The median hourly rate paid to women is 15.61% less than men, the same as March 2021. As noted below, the median gender pay gap for all employees in Scotland in 2022, as reported by the Scottish Government, was 12.2%.

The median is generally used to compare the gender pay gap because the distribution of earnings is uneven, with more people earning lower salaries than higher salaries. The mean is highly influenced by the salaries at the upper end of a pay scale and so may not be truly representative of the average earnings of a typical person. The median avoids this issue and so is considered a better indicator of typical 'average' earnings.

The Scottish median gender pay gap for all employees (part-time and full-time) in 2022 is 12.2%, an increase from 11.6% in 2021, and for the UK as a whole is 14.9%, a reduction from 15.4%. (1)

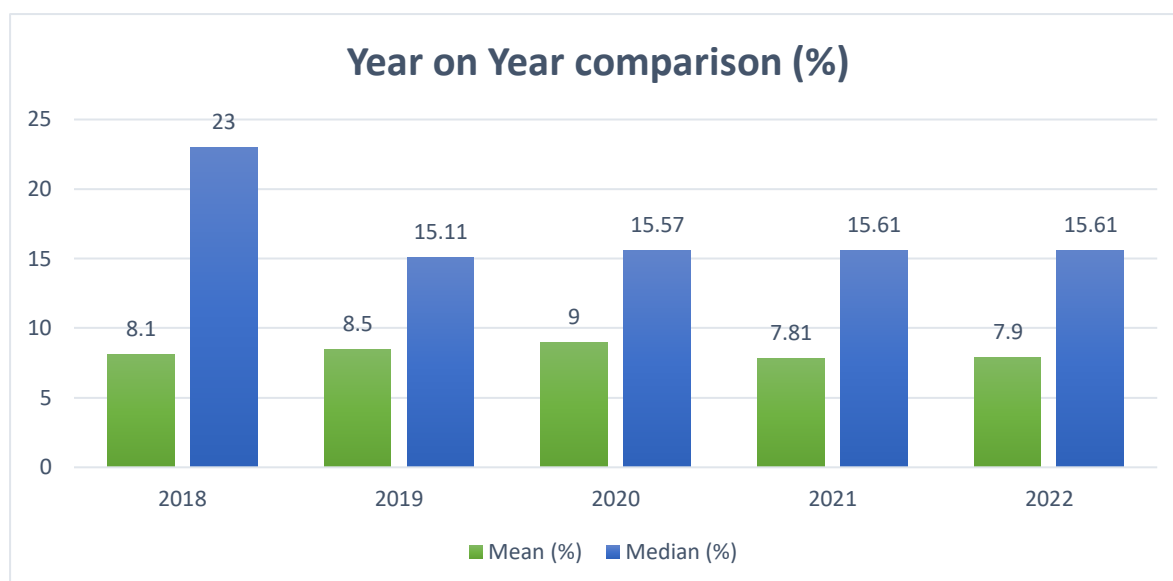
(1) [Annual survey of hours and earnings: 2022 - gov.scot \(www.gov.scot\)](https://www.gov.scot/publications/annual-survey-of-hours-and-earnings-2022/pages/10-12.aspx)

## Our pay quartiles

We have also calculated the mean pay gap by quartile, as outlined below, through dividing the workforce into four equal parts, sorting the hourly rates by lowest to highest rate and recording the number of females and males in each quartile. The below table illustrates the ratio of females to males according to their hourly rate of pay and our data indicates that there are pay gaps across each quartile in favour of male employees.

	Female	Male
Upper Quartile	27.72%	72.28%
Upper Mid Quartile	26.29%	73.71%
Lower Mid Quartile	37.61%	62.39%
Lower Quartile	49.55%	50.45%
	35.29%	64.71%

## Year on Year Comparator



## Why do we have a pay gap?

The main reasons we have a gender pay gap are:

- Our workforce structure is designed to ensure optimum delivery of services, with 42% of staff being employed as Operational D Band Residential Officers working directly with our prison population groups. We recognise the challenges we face to balance the gender profile within this job role (currently 73% men, 27% female) and we have committed to scoping future opportunities, alongside increasing opportunities for women within other areas of our workforce.
- Higher numbers of women tend to be in roles in the lower quartiles of our Pay brackets, however with the introduction of direct external recruitment to higher Operational Pay Bands, and an increase in the numbers of women being recruited to our most senior roles, including our first female Chief Executive, we hope to address this imbalance.
- Our structure has the highest percentage (82%) of job roles within specific lower Pay Bands (Pay Bands B – D), and we recruit the majority of staff into these roles.

## What are we doing to encourage gender balance in the workplace?

- Our salary negotiation is carried out on a corporate basis with our trade union, rather than an individual basis. All our salary points are published on our

intranet and are visible to all our employees. The relevant salary points are included in job adverts;

- We have introduced our first Menopause policy, designed to support colleagues who are experiencing or supporting someone who is experiencing, menopausal symptoms, enabling women to remain within the workplace;
- We have a structured interview process for all our vacancies, using a competency-based framework focused on our corporate values. We also anonymise our applications to guard against any unconscious bias from recruiting managers;
- We have introduced external recruitment to our Residential Officer and Operational middle manager roles, enabling direct entry at higher levels and removing progression through promotion as the only option for those seeking career development;
- We are committed to addressing the challenges we face regarding gender occupational segregation within non-operational roles, specifically harder to fill male-dominated roles which require the provision of allowances to attract suitable candidates;
- We have introduced training interventions designed to support recruiting assessors, ensuring they make recruitment decisions based on suitability for the job against the stated job criteria (as opposed to gender or any other protected characteristic). These include modules on Unconscious Bias and Civil Service Recruitment Principles;
- Embedding Equality, Diversity, and Inclusion (EDI) thinking into our employee policies/procedures, so that we have confidence that they support a diverse and inclusive workforce. We ensure this through the completion of Equality and Human Rights Impact Assessments;
- We are exploring the best way to open and promote career paths and succession planning for our workforce, so that individuals who already work for us can see a route for their career development through roles at different levels in the same or different job families, and so that individuals new to us are attracted by the potential journeys we can take them on. This will broaden our appeal in the diverse marketplace where we know many people are seeking not a job for life but a career moving through various levels of responsibility and accountability in a way that suits their aspirations;
- We continue to operate our family-friendly policies to support individuals who wish to blend family or caring responsibilities with work. Our Flexible Working policy, accessible to all from day one of employment with no length of service specifications, makes sure that decisions about the granting of diverse ways of working (for example compressed hours, or moving to part-time) are based on business needs and not on factors such as gender (or other protected

characteristics). The uptake of Flexible Working will be monitored and specifically analysed against gender and pay to measure impact;

- Every employee is managed effectively and fairly through an annual review of performance, with regular one-to-one meetings throughout the year. The performance review has an element of self-assessment, but is focused on a joint, collaborative approach from the manager and employee.

**We propose to take further action in the forthcoming year to reduce our pay gap by:**

- continuing to develop talent management strategies that focus on supporting our colleagues through their career journey in the organisation;
- reducing pay journey times for new recruits, through the removal of Pay Point 1 for C – F Pay Bands;
- developing management guidance and resources to upskill line managers on inclusive people practices, including a review of our existing equality and diversity training packages;
- rolling out our Employee Passport, enabling managers and employees to capture specific requirements and adjustments within a supportive framework;
- reviewing our Employee Wellbeing and Attendance Management policies to ensure they provide the widest range of support for employees to help them remain within work;
- refining inclusive recruitment practices through the organisational change programme and beyond; building on existing strategy, tools, resources and local promotion and recruitment practices to engage and employ applicants and retain employees from all communities.