

Gender Pay Gap and Equal Pay Statement

Executive Summary

CHS is committed to the principles of equal pay for work of equal value and operates a pay system that is based on objective criteria. We have a clear reference to Equal Pay in our Recruitment and Selection Policy and have consistently followed Scottish Government guidance on Equal Pay. CHS' pay awards are in line with the Scottish Government Public Sector Pay Policy for Staff Pay Remits.

Since CHS became operational it has used an incremental pay structure. The current pay remit and pay structure are underpinned by job evaluation. Equal pay for work of equal value is the cornerstone of job evaluation and CHS uses the Hay Job Evaluation process. CHS jobs were reviewed and then assessed through our job evaluation process in June 2017.

CHS' Chief Executive's pay is determined by the Scottish Government Senior Appointments Pay Policy but while CHS does *not* determine this pay, the Chief Executive's pay details have been included in the calculation of our equal pay figures.

When developing annual pay awards, CHS remains cognisant of the impact on all protected characteristics of any pay offer, ensuring that we improve the equalities position year on year i.e. by reducing the journey times from minimum to maximum level within each pay band.

This report combines the first publication of our gender pay gap (see Section [One](#)) along with our first Equal Pay Statement (see Section [Two](#)). All data contained in this report refers to salary figures only, as CHS does not operate a bonus scheme. The data is accurate as at 1 February 2018.

CHS currently has 20 employees, with 3 existing vacancies. 65% of our workforce is female with females also accounting for 40% of our senior management team.

There are two suggested methods to calculate our overall pay gap, for reasons that are explained more fully within Section One of the report – [Calculating the Gender Pay Gap for CHS](#) . While there is no general consensus on which method is better and there are disadvantages in using either method, particularly for an organisation as small as CHS, we have provided headline figures using both methods. In line with guidance from Close the Gap (Scotland's main research organisation looking at women's participation in the labour market), we have given preference to using the *mean* average in the rest of our pay gap analysis as it can give a deeper understanding of any pay gaps.

When using the *mean* average to calculate, our overall pay gap between male and female salaries is **23%** (in favour of men).

However, when using the *median* average to calculate, our overall pay gap between male and female salaries is **-17%** (in favour of women).

Analysis of these figures is found in [Section One](#) of the report.

Our median pay gap figure reports a -17% figure (in favour of women), which is significantly lower than the Scottish median average of 15.6%¹. When analysing our mean pay gap of 23% it should be noted that our figures are currently vulnerable to being skewed by the inclusion of even one additional earnings figure. Consequently, it is difficult to always draw out meaningful conclusions from our reporting figures due to the small size of our organisation.

To address this challenge and attempt to give as wide and reflective a picture of the gender make-up of our organisation, we have included in addition to the required occupational segregation figures, a number of other different pay gap figures within the report including part-time figures.

Despite the challenges of reporting meaningful data, CHS will continue to ensure that we mainstream gender equality into all our operational practices, including our employment recruitment practices. All participants on our recruitment panels are fully competent and experienced in interviewing and also possess the relevant knowledge of equality legislation. Refresher training, including training on unconscious bias training will be delivered to all staff, including Board and SMT members in Spring 2018.

About us

CHS was established in July 2011 by the Children's Hearings (Scotland) Act 2011 and became fully operational on 24 June 2013. We are a non-departmental public body, accountable through Scottish Ministers to the Scottish Parliament.

The Children's Hearings (Scotland) Act 2011 aims to improve the lives, outcomes and opportunities of Scotland's most vulnerable children and young people.

In relation to CHS, the Act:

- created the role of National Convener, to establish a national Children's Panel and to ensure panel members are consistently supported
- created CHS as a dedicated national body, to support the National Convener in the delivery of functions related to the recruitment, selection, appointment, training, retention and support of panel members
- empowered the National Convener to establish Area Support Teams, with the consent of each local authority, to be responsible for managing and supporting the national panel at local level

Under the Children's Hearings (Scotland) Act 2011, the National Convener of CHS has a number of duties. These include:

- recruitment, appointment and reappointment of panel members
- making arrangements for the training of panel members
- supporting 22 Area Support Teams

¹ The Scottish Parliament Information Centre (SPICE) has produced a briefing in June 2017 on the gender pay gap in Scotland. The briefing looks at data on pay by gender from this year's Annual Survey of Hours and Earnings (ASHE) (ONS 2016a) produced by the Office for National Statistics (ONS).

- appointment and reappointment of Area Support Team members
- providing advice to children's hearings
- publishing annually a report about the implementation of compulsory supervision orders (the feedback loop)

Our functions relate to recruitment, selection, training, retention and support of volunteers who deliver a tribunal system which is designed to address inequalities in our society by deciding on appropriate compulsory measures to improve the lives of Scotland's most vulnerable children and young people. For more information please visit: <http://www.chscotland.gov.uk/about-chs/>

SECTION ONE

Gender Pay Gap Reporting – the Regulations

The Equality Act 2010 describes nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex (male or female); and sexual orientation.

The specific duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations in 2012 as amended. Further new regulations were introduced in 2015 when CHS became a listed authority, and in 2016, reducing the employee threshold for gender pay gap reporting and the publication of equal pay statements from 150 to 20 employees. CHS now has 20 employees and so is required to be fully compliant with the regulations and undertake the required specific duties.

The Gender Pay Gap in Scotland – some facts and figures

The pay gap is the key indicator of the inequalities and differences that still exist in men's and women's working lives and is caused by three main factors:-

1. occupational segregation,
2. inflexible working practices, and
3. pay discrimination.

Although there will be differences between different organisations, these three causes are common across all workplaces and sectors.

In 2016 the Annual Survey of Hours and Earnings (ASHE) published by the Office of National Statistics² (ONS) indicated that the mean gender pay gap in Scotland is:

- **15.6%** when comparing of men's and women's overall average hourly earnings;
- **10.7%** when comparing men's and women's full-time average hourly earnings; and
- **32.2%** when comparing men's full-time average hourly earnings with women's part-time average hourly earnings.

In November 2017, new national gender pay gap figures were released, which showed Scotland's pay gap hadn't moved since the previous year, as women in Scotland are still paid on average 15% less per hour than men.

² The Annual Survey of Hours and Earnings (ASHE) is the dataset used by the UK Office for National Statistics (ONS) for calculating the pay gap. ASHE is based on a 1% sample of employee jobs, drawn from HM Revenue and Customs Pay As you Earn (PAYE).

Other useful facts and figures (from ASHE)

- On average women in Scotland earn **£182.90** per week less than men.
- Women account for **49%** of the labour market.
- **42%** of women employed in Scotland work part-time compared to 13% of men.
- Women account for **76%** of all part-time workers in Scotland.

Occupational segregation

Women working in Scotland tend to be clustered in a small number of jobs and sectors. For example, women's employment is concentrated in the public sector, with 48% of working women represented in Public Administration, Education and Health industries. Women represent over half of workers in only six of the 20 [Standard Industry Classifications](#), whereas men tend to be more evenly spread across industry groups.

- Around 80% of administrative and secretarial workers and those in personal service jobs are women.
- While women are more likely to work in the public sector (67% local government and 81% NHS), only a third of chief executives in the sector are women.
- 97% of childcare and early years education workers are women and 98% of classroom assistants are women.
- Less than 3% of chartered civil engineers in Scotland are women.
- Only 10% of senior managers in science engineering and technology professions are women.
- Scotland's Modern Apprenticeship programme continues to be acutely segregated by gender, where women account for only [2%](#) of construction apprentices, [20%](#) of manufacturing apprentices, [97%](#) of childcare apprentices, and [93%](#) of hairdressing apprentices.

The EHRC (Equality and Human Rights Commission) note that it is well established that employers who take steps to reduce their pay gap benefit from a reduction in costs through lower turnover, improved employee morale and engagement and are more productive. This is largely because they are able to draw from a wider pool of skills and talent with diverse workforces being more creative. Gender equality can therefore drive excellence and efficiency in public service delivery.

On the other hand, the economic impact of women's labour market inequality is considerable with an impact of circa £17bn³ per year to Scotland's economy. Gendered occupational segregation is a drag on growth. Women's skills and talents are being wasted because of a lack of genuinely quality part-time, and flexible work which results in many women working in part-time work that is below their skill and qualification level.

³ Close the Gap (2016) Gender Equality Pays: The economic case for addressing women's labour market inequality.

Calculating the Gender Pay Gap for CHS

The methods for determining any pay gap is outlined in Close the Gap's publication: <http://www.closesthegap.org.uk/content/resources/CTG-PSED-guidance-for-employers-August-2012.pdf>

The gender pay gap is the difference in average hourly earnings between men and women.

CHS has used both the *mean* and *median* average figure for its headline pay gap figure. The mean average is calculated by adding all individual CHS employees' hourly rates of pay and dividing by the total number of employees. The median average is calculated by listing all the male and female salaries in order of amount and then finding the mid-point of each list.

The mean is considered by many organisations, including Close the Gap, 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 is an important measure of women's experience of labour market disadvantage as compared to men.

The median pay gap is considered more representative of "typical" pay. Those who advocate the use of the median, such as the Office of National Statistics (ONS) feel that the very high earners are the exception to the norm, but can disproportionately skew the pay gap figure.

As CHS has a small employee base, our figures are easily skewed regardless, by the inclusion of even one additional high salary figure. This means that by aligning with the Close the Gap preference and using the mean to calculate the average of a skewed distribution, such as ours, the calculations are highly influenced by those values at the upper end of the distribution and thus may not be truly representative. To help counter this we have reported a number of other different pay gap figures including part-time figures in order to give as wide and reflective a picture of the real situation within CHS and tried to draw out conclusions in the explanatory narrative below each table.

We have also taken care, due to the small number in our employee dataset to not publish *sensitive* data in this report in a way that might identify any particular individual employees.

Who is included in our analysis?

While CHS' Chief Executive's pay is determined by the Scottish Government Senior Appointments Pay Policy CHS has included the Chief Executive's pay within our pay gap analysis. CHS has not however included any temporary or seconded workers in its pay gap reporting where these individuals are not employed directly by CHS.

Also, it should also be noted that two members of senior management team are *not* paid employees of CHS, but are employees of the Scottish Children's Reporter Administration (SCRA) with whom we engage their services, through established shared service arrangements between both organisations. We have therefore not included their pay within this analysis.

Our gender pay gap findings

As noted above, we have reported a number of different pay gap figures in order to give as wide and reflective a picture of the real situation within CHS. These include:

1. The headline (overall) pay gap figure, (both mean average and median average figures)
2. The full-time pay gap figure (mean average)
3. The part-time pay gap figure (mean average)
4. The pay gap between male and female part-time employees (mean average)
5. The pay gap between male and female full-time employees (mean average)
6. Occupational segregation pay gap figures for:-
 - a. Horizontal segregation – by job **type** (mean average)
 - b. Vertical segregation – by job **level** (mean average)

Following the Office of National Statistics reporting guidelines, a -% demonstrates a pay gap in favour of women.

Our pay gap findings are reported in the tables below and each table has an explanatory narrative to accompany the findings.

CHS National Team Headcount as of 1 February 2018

Female part-time	Female full-time	Male part-time	Male full-time	Total Headcount
3	10	1	6	20
65%		35%		

Overall pay gap figure for CHS

The single/overall pay gap figure includes all CHS employees, including those in senior management grades. It also includes all full-time and part-time employees and employees on permanent and fixed term contracts and provides the most complete picture in relation to gendered pay inequalities and is presented as both mean average and median average figures.

Mean average overall pay gap

MEAN Average female hourly rate (£)	MEAN Average male hourly rate (£)
17.96	23.41
$\frac{23.41-17.96}{23.41} \times 100$	CHS Pay Gap = 23.3%

Median average overall pay gap

MEDIAN Average female hourly rate (£)	MEDIAN Average male hourly rate (£)	Scottish median pay gap
18.69	15.99	
$\frac{15.99 - 18.69}{15.99} \times 100$	CHS Pay Gap = -16.9%	15.6%

CHS underwent a significant organisational change programme during 2017 which introduced a new layer of management to an otherwise flat-structured organisation. Two female members of staff were appointed to these new management roles both of whom sit on and are an integral part of CHS' senior management team. One of these roles was an internal promotion.

Addressing our overall equal pay gap through recruitment

CHS ran a total of 9 recruitment campaigns over the past 12 months, (8 of which were for permanent roles). Of those 9 vacancies, females were appointed to 8 of the roles, including the aforementioned 2 females into in the senior management team.

A full breakdown of our equality data for these recruitment campaigns is found in Appendix 1 of our Equality Mainstreaming Progress Report 2016-2018.

From our recruitment data and employee headcount figure (65% female), CHS can demonstrate that it is an organisation that attracts, appoints and promotes females at all organisational levels. We will continue to ensure that it maintains robust, fair and transparent recruitment processes that provide equality of opportunity for all protected characteristic groups.

Full-time pay gap

Total number of full-time females	Mean average full-time female hourly rate (£)	Total number of full-time men	Mean average full-time male hourly rate (£)
10	17.9	6	25.04
$\frac{25.04 - 17.9}{25.04} \times 100$		CHS full-time pay gap = 28.5 %	

The full-time pay gap figure is calculated by comparing female full-time average hourly pay with male full-time average hourly pay. While useful to consider, they cannot be used as the overall/headline figure for the organisation as these figures omit the experience of CHS' part-time workers.

Part-time pay gap

The part-time pay gap figure is calculated by comparing female part-time average hourly pay with male full-time average hourly pay.

Mean average part-time female hourly rate (£)	Mean average full-time male hourly rate (£)
18.13	25.04
$\frac{25.04 - 18.13}{25.04} \times 100$	CHS part-time pay gap = 27.59%

There may be an expectation that the part-time pay gap will be much higher than the combined figure (an illustration of part-time work in lower grades), we can see that the part-time pay gap is only marginally higher than the overall pay gap in CHS and is slightly lower than our full-time pay gap. This indicates that those on part-time working arrangements in CHS are not necessarily on the lower graded roles. Indeed 66.6% of females on part-time working arrangements are at Higher Officer grade.

Pay Gap between part-time male and part-time female

Male/Female part-time employees	% of total employee group	Av hourly part-time	Pay Gap (%)
Male	14.28	13.66	-32.7
Female	23.07	18.13	

The pay gap appears to indicate that female part-time staff are paid higher average pay than male part-time staff however, the -32.7% pay gap is influenced by the fact that all the part-time female employees are paid within the middle two quartiles. Of those employees within CHS who work on a part-time basis, 75% are female.

Pay Gap between all part-time employees and all full-time employees

Mean average hourly combined for male/female part-time (£)	Mean average hourly combined male/female full-time (£)	Pay Gap (%)
17.02	20.58	17.29

Part-time staff average pay is lower than that of full-time staff. Although this pay gap is not based on gender but upon average (mean) hourly rate of pay between full-time and part-time staff, it is useful to report and comment on as it has an influence on the gender pay gap given that 23.1% of female employees work part-time, compared to 14.3% of male employees. If average (mean) part-time hourly earnings are lower than full-time earnings, the gender pay gap will be widened.

Flexible working arrangements

It is widely considered that women are more likely than men to have primary caring responsibilities for children, sick people, older and disabled people. A lack of flexible working arrangements in many workplaces means that women may require to look for part-time work to balance their caring responsibilities with their work.

CHS can demonstrate that it is supportive in accommodating the flexible working requests of its female employees and believes that taking a more holistic view of the flexible arrangements that it offers, rather than looking at part-time working in isolation, gives a truer reflection of its support (see table below). The flexible arrangements that have been requested predominantly feature compressed working patterns i.e. working full-time hours of 37 hours over 4 days (@9.25 hours).

Part-time and Flexible working comparisons

	Part-time working arrangements (%)	Flexible Working arrangements (inc. p-t) (%)
Female	23.1	38.5
Male	14.3	14.9
All employee group	20	20

The table above shows that 23.1% of CHS' female employee group (and 14.9% of our male employees) work on a part-time basis. Once formal contractual flexible arrangements are taken into account the percentage of female employees then increases to 38.5%. The obvious benefit to females who have the option to work a compressed hours flexible working pattern is that they may be able to juggle family/childcare commitments while maintaining their full salary, so there is no financial detriment.

CHS has supported 100% of the formal flexible working requests that have been made over the past 12 months. All the requests have been made by female employees. Also to add, all jobs advertised within CHS give applicants the option to tick if they wish to carry out the role on a job-share basis.

Occupational Segregation in CHS

Occupational segregation is one of the major causes of the gender pay gap. Horizontal segregation refers to the clustering of men and women into different *types* of work. Vertical segregation refers to the clustering of men and women into different *levels* of work.

The following pay gap reports attempt to give a wide and accurate representation of how salaries are reflected among the different grade band and in different types of work.

Due to the small size of our employee group, most individuals perform roles unique to them (i.e. different *types* of work. Only two roles have dedicated assistants roles allocated to support them.

Horizontal Segregation within CHS

In order to report on horizontal segregation in a meaningful way, our pay gap report splits roles into the three clear role types within CHS:- Management, Officer and Admin. The following tables show comparative data between these three role types.

	Management type	Officer type	Admin type
	Av. Hourly (£)	Av. Hourly (£)	Av. Hourly (£)
Male	35.42	14.40	-
Female	23.49	18.06	11.67
Combined	30.77	17.29	11.76

Management 'type' roles - Pay Gap

	Management type		Pay Gap (%)
Gender		Av. hourly	
Male		35.42	33.7
Female		23.49	
Combined	5	30.77	

Females are not under-represented in senior management roles holding 40% of management roles. There is a 33.7% pay gap between male and female managers which can be accounted for the fact that the two highest earning positions of CEO and DCEO are held by male employees. It should be noted however that before the appointment of both these individuals, CHS had a female CEO and two females at Director level.

CHS did however expand its senior management team in September 2017 with the appointment of two new female members to the team. The organisation has also incorporated a new management scale into its pay structure in 2017/18.

The organisation is supporting both of its most recently appointed female managers to continue their leadership development, through initiatives such as Women Advancing in Leadership.

Officer 'type' roles - Pay Gap

	Officer type	Pay Gap (%)
Gender	Mean average hourly (£)	
Male	14.40	- 25.4
Female	18.06	
Combined	16.93	

69.2% of employees in Officer type roles are female. There is also a pay gap in favour of females in Officer type roles of 25.4%. A further breakdown of officer roles into grades (which illustrates differences in job levels) is illustrated in the grade comparison table [below](#).

Admin 'type' roles – Pay Gap

	Admin type	Pay Gap (%)
Male	n/a	n/a
Female	11.67	
Combined	n/a	n/a

Due to the significantly small data set we are analysing for admin 'type' roles and the fact that we currently have no males holding admin positions, it is not feasible to produce gender pay gap data or draw any meaningful conclusions on the data presented.

Vertical Segregation

In order to report on vertical segregation in a meaningful way and to illustrate where male and female employees may be clustered into different levels of work, CHS has presented two different set of figures i.e. quartile salary figures and grade figures.

Quartile Salary Figures

The table below shows all the salary figures ranked into quartiles. The gender comparisons for each quartile are shown as gender against total own gender, and as gender against total CHS employee group.

Quartile 1 = highest quartile 4 = lowest quartile	Male as % of all CHS employees	Male as % of all male employees	Female as % of all CHS employees	Female as % of all female employees
1	15.0	42.85	10.0	15.38
2	0	0	25.0	38.46
3	5.0	14.28	20.0	30.77
4	15.0	42.85	10.0	15.38

Male employees are clustered at both the highest and lowest quartiles, while female employees dominate the middle two quartiles within CHS. This suggests that there is not a significant vertical segregation issue within CHS.

CHS Job Levels/Grades Pay Gap

The table below shows all composition of male and female staff and their salaries plotted against the CHS grading structure. This again helps to illustrate vertical segregation between genders.

CHS Grade	% of total employees	% Male	% Female	Pay Gap (%)
Senior Management	25.0	15.0	10.0	32.3
Higher Officer	35.0	0	100	<i>n/a</i>
Medium Officer	20.0	50	50	-2.04
Lower Officer	10.0	100	0	<i>n/a</i>
Specialist Admin	10.0	0	100	<i>n/a</i>
Admin	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>

100% of Higher Officer employees within CHS are female (making up 35% of the total employee group) and 100% of Lower Officer employees are male (making up 10% of the total employee group).

15.3% of the female employee group are in SM positions compared to 42.9% of male colleagues in SM positions.

SECTION TWO

CHS Equal Pay Statement

Introduction

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, as amended in 2016 lowered the employee threshold for publication of an Equal Pay Statement to 20 employees which means CHS (with an employee count of 20) is now required as a listed authority to also comply fully with these regulations.

As this is our first statement we are required to specify —

- (a) the organisation's policy on equal pay among its employees between men and women (sex only) as well as the occupational segregation among its employees, being the concentration of men and women in particular grades and in particular occupations.

Our next Equal Pay Statement, due to be published in 2022 and every 4 years thereafter, will require CHS to also publish data on:-

- (i) persons who are disabled and persons who are not; and
 - (ii) persons who fall into a minority racial group and persons who do not; and
- (b) occupational segregation among its employees, being the concentration of —
- (i) men and women;
 - (ii) persons who are disabled and persons who are not; and
 - (iii) persons who fall into a minority racial group and persons who do not, in particular grades and in particular occupations.

Our commitment to Equal Pay

CHS 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. CHS commits to operating a pay and reward system which is transparent, based on objective criteria and free from bias.

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.

As a public authority, CHS 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 comply⁴.

Our pay gap data and occupational segregation information has informed our equal pay statement. We have 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 these initiatives in our next Equality Outcomes report (2018-2022).

Our Equal Pay policy is incorporated into Section 5 of our Equal Opportunities policy and commits CHS to reviewing equal pay in the development of annual pay awards and to monitor pay regularly in partnership with our employees. CHS will however commit to producing a distinct Equal Pay policy within the next 12 months and this commitment will be captured in the organisation's Equality Outcomes report (2018-2022).

Pay Progression within CHS

Our 2016/17 pay remit reduced the progression timescales (the time it takes to get from the bottom of a grade to the top) for all staff to four years. 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.

Equal Pay Review

Detailed within the Equal Pay policy will be a commitment to carry out a review of Equal Pay on the development of annual pay awards however CHS already makes every effort to ensure that there is equal pay for work of equal value. This has most recently been achieved through the organisational change process in June 2017 when a significant consultation exercise was carried out for all job descriptions with individual employees and their line managers. Once the consultation process had concluded there followed an analytical job evaluation process with independent job evaluation assessors, where every job description was evaluated through the Hay Job Evaluation methodology, analysing the know-how, problem solving and accountability required for the job. The evaluated jobs were then plotted onto the CHS job evaluation structure, which then determined the pay grade for the role. As the principles of equal pay underpin the Hay Job Evaluation methodology, CHS is confident that all its current roles have been fairly and objectively reviewed with regards to equal pay.

As much as CHS attempted to 'future proof' its job descriptions during the organisational review process in 2017, it is very aware that some roles may still need to diversify and adapt in time in order to meet the future needs of the organisation. CHS has therefore committed to reviewing

⁴ EHRC (2014) Essential Guide to the Public Sector Equality Duty: A Guide for Public Authorities (Scotland).

any roles that undergo significant change to ensure that their job descriptions accurately reflect the requirements of the role at that time while having also been fully evaluated to ensure equal pay.

CHS policies that support equal pay

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

- Flexible Working policy
- Annualised hours
- 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
- Twilight Working/Staggered Hours
- Flexible retirement

Addressing Occupational Segregation - Women in senior roles within CHS

CHS is actively taking steps to reduce the barriers to women's progression to senior roles. Two new senior management positions were created during the organisational restructure in 2017 and both were filled by females following a competitive recruitment process, one being a promoted post for an existing member of staff.

CHS continues to support the development of its recently appointed senior female managers by encouraging their participation in female management events and networks such as Women in Leadership, and other relevant female mentoring and networking opportunities.

Additionally, we will be developing our approach to Succession Planning over the next few years which will clearly provide guidance and opportunity for current staff to develop and progress within the organisation, albeit the small size of the organisation may determine the number of opportunities available.

Review of recruitment practices – improving representation of woman across all job types and levels.

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 website and also use national and specialist recruitment agencies, such as S1Jobs, Goodmoves, and on public sector and academic jobsites such as MyJobScotland. 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.

While good practice, due to the small size of our organisation it is often not possible to have a gender balance on our recruitment panels however we ensure that all recruitment panel members are fully briefed on their equality responsibilities and have received equalities training, including awareness raising on unconscious bias.

Review of employment policies and procedures

CHS is planning a timetable for a major revision of all 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.

Equality training for Board, SMT and National Team

CHS is rolling refresher equality and diversity training (including unconscious bias training) for all staff, Board and SMT members in Spring 2018 with similar training being incorporated into future induction programmes for new starts. The general refresher training will be followed up with an on-going programme of 'bite-sized' equality training for employees and focussing on each of the 9 protected characteristics.

Flexible working arrangements

All employee work patterns including flexible work patterns have been designed so that there is at least one set day during the week when everyone is expected to be present at work in the CHS office. This dedicated day each week provides the ideal opportunity for everyone to attend team meetings, staff training sessions etc., and to network with all other colleagues. Not only is this important for the sharing of information, but it is imperative for team and individual morale that everyone feels included in the goings on in the office, including those working flexible/part-time working arrangements.

The training sessions and meetings, where it is possible, begin at a later time to permit those staff who are restricted on their start times at work due to family commitments, such as school or nursery drop offs. Personal training and development events would normally be organised around the individual where possible, but flexibility to change working days is usually possible to accommodate that business needs are met.

CHS operates a flexible working culture and does not endorse presenteeism. It provides to 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.

Women Returners

Over the past 12 months, CHS had 3 employees off on maternity leave. Of those employees 66.66% returned from maternity and resumed the same role as before. Also, of those returning, 100% requested to work new flexible work patterns and all these requests were accommodated. The reason for the 33.33% of employees not returning to CHS was due to the securing of new employment opportunities with closer proximity to their home, thus making childcare arrangements easier to manage.

Equality Networks

The HR/OD Lead is an active member on SCRA's Equality Forum and the NDPB Equality Network who both meet at least quarterly. The HR/OD Lead promotes best practice in relations to equality and diversity and will incorporate new best practice as advocated by EHRC, equality campaign groups and other network organisations.

CHS will continue to work with partners (NDPB Equality Forum Group and the NDBP Equality Group) to address concerns across the wider public service around recruitment and retention of staff from protected groups.

Conclusion

The gender pay gap at CHS is 23%, based on mean average data calculations and -17% based on median average calculations. We also used a number of other different gender pay gap comparisons, including the required vertical and horizontal segregation comparisons, in an attempt to provide us with a more reflective set of results. We found that it still remained difficult to draw out reliable conclusions as our results are based on such a small dataset i.e. 20 employees.

CHS does however remain committed to the principles of equal pay for work of equal value, working to improve its gender pay gap and to furthering equality between female and male employees. CHS can evidence from the recent past that its top three roles at CEO and Director level were all held by female employees.

CHS does however continue to work closely with its national team, Board and volunteer community through training and guidance to raise awareness, increase knowledge and the application of equality and diversity best practice at every opportunity as we deliver our services.

Promoting equality of opportunity between genders remains paramount in CHS and specific actions in support of this will be drawn up in our next Equality Outcomes report (2018-2022). These outcomes along with continuing the work on the various initiatives that we've outlined in this Equal Pay statement will help us to demonstrate where we have successfully mainstreamed gender equality into the day to day operations of Children's Hearings Scotland.