

Scottish Courts and Tribunals Service
Gender Pay Gap Report 31 March 2022
Publishing date: 30 March 2023

1. Introduction

The Gender Pay Gap (GPG) is a measure of the difference between women and men's average earnings across an organisation. Scottish Courts and Tribunals Service (SCTS) is required by law to publish an annual GPG report.

The GPG data supplied is correct for all our employees in post on 31 March 2022 (the snapshot date for the purpose of GPG reporting). The calculations are based on standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Each metric is presented as a percentage figure and shows how large the pay gap is between female and male employees in SCTS. The metrics set out in the Regulations, relevant to our organisation, are:

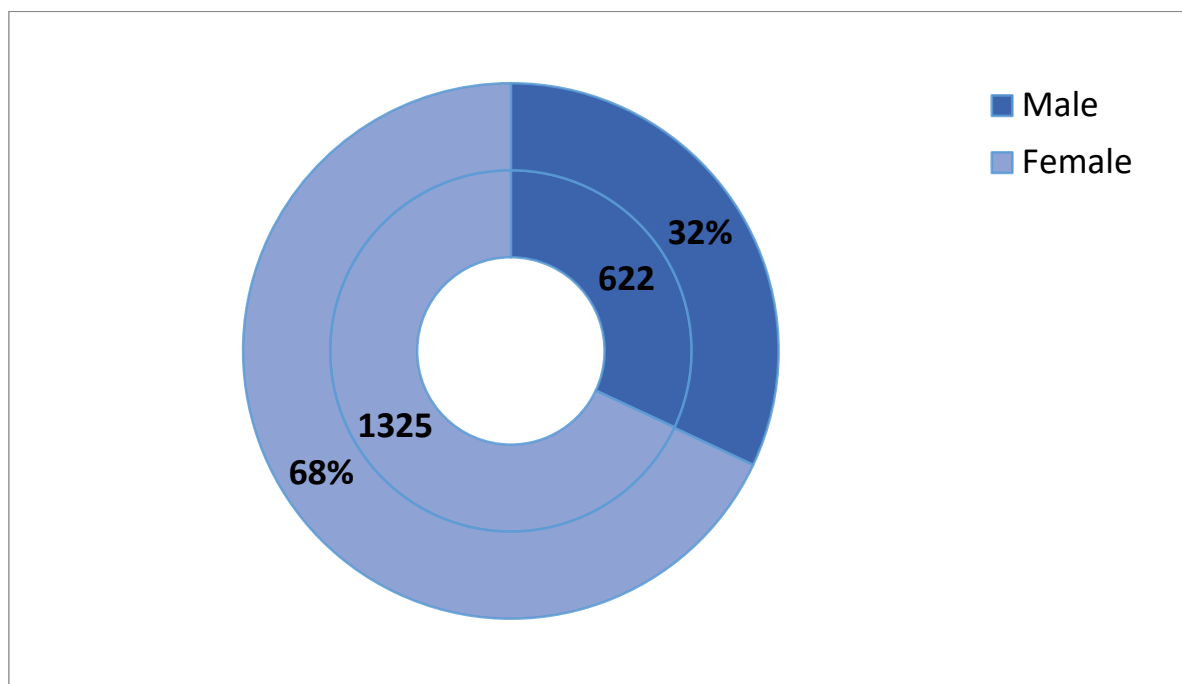
- the difference in the mean hourly rate of pay between female and male full pay relevant employees;
- the difference in the median hourly rate of pay between female and male full pay relevant employees;
- the proportions of female and male full pay relevant employees in each of the four quartile pay bands.

Gender pay is different to equal pay, which is a legislative act to prevent pay discrimination between female and male employees performing the same or similar work. We are fully compliant with equal pay legislation and publish an Equal Pay Statement every 4 years.

2. SCTS Workforce

The number of SCTS employees in post on 31 March 2022 was 1947, 68% were female and 32% were male (see Figure A).

Figure A - Total full time relevant employees 1947



Of the 1947 employees in post, 80 individuals were excluded from the calculations in line with official guidance as these employees would not reflect a true hourly rate as part of the gender pay gap analysis. The exclusions were:

- 13 SCTS Board and Committee members who were paid on a fee basis
- 66 individuals who were excluded due to sickness, maternity and/or due to part month calculations for New Starts and Leavers
- 1 individual was not on the officially published SCTS pay scales due to secondment

Therefore, there are 1867 eligible employees included in the following analysis. Of the 1867 eligible employees, 68% are female and 32% are male.

3. SCTS Gender Pay Results - Mean and Median Pay

Mean is defined as the sum of all values divided by the number of relevant values. The mean pay gap is the difference between average hourly rate of pay of female and male employees. The average hourly rate for a female was £14.79. For a male, the rate was £15.36. SCTS has a mean gender pay gap of 3.7% (Figure B).

Median is defined as the middle value in the list of amounts when in ascending order. The median pay gap is the difference between the midpoints in the range of hourly rate of pay of female and male employees. The median information for both female and male employees was £12.32, resulting in a 0% difference. SCTS has a median gender pay gap of 0% (Figure B).

We do not award bonus payments therefore we are not able to report a bonus gender pay gap as defined in the Regulations.

Figure B — Mean & Median Hourly Pay Gap

Gender	Mean Hourly Pay	Median Hourly Pay
Female	14.79	12.32
Male	15.36	12.32
Percentage difference between Female and Male	3.7%	0.0%

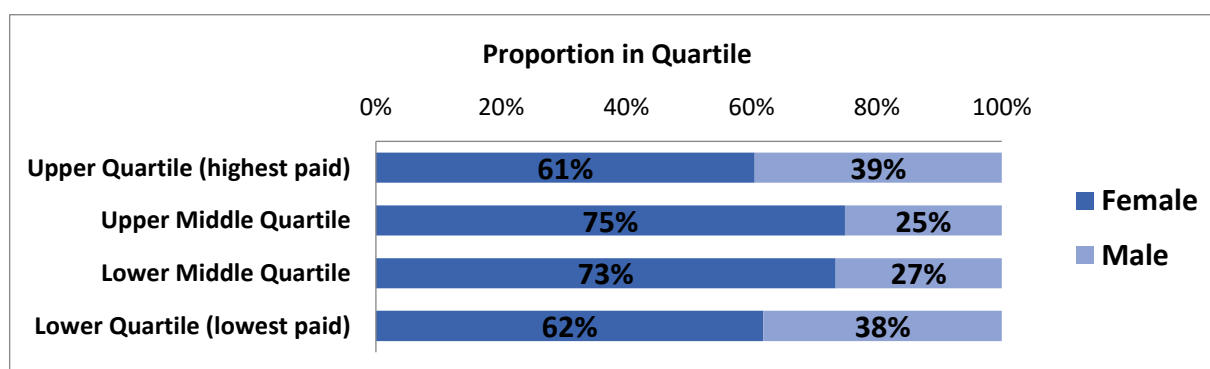
4. SCTS Pay Quartiles

Quartile pay bands are achieved by dividing our workforce into four equal parts (see Figure C), sorting the hourly rates by lowest rate to highest rate and recording the number of female and male employees in each quartile as a percentage figure (see Figure D). The percentages of females and males in each quartile illustrate the ratio of females to males according to their hourly rate of pay.

Figure C - Number of Females and Males in Pay Quartiles

Gender Split	Lower Quartile (lowest paid)	Lower Middle Quartile	Upper Middle Quartile	Upper Quartile (highest paid)	TOTAL
Female	289	343	350	282	1264
Male	178	124	117	184	603
Total	467	467	467	466	1867

Figure D - Percentage of Females and Males in Pay Quartiles



5. Comparison of Gender Pay Gap Results in 2021 and 2022

SCTS headcount increased during 2021-22 by 98. There has been a 1 percentage point change to the proportion of female to male employees, with males decreasing

to 32% and females increasing to 68%. The median gender pay gap remains at 0%. The mean gender pay gap has changed from 3.4% to 3.7% (Figure E) indicating that there has been a slight increase in the gap.

Figure E — Comparative figures between 2021 and 2022

	Percentage as at March 2021	Percentage as at March 2022	Percentage Point Difference (pp)
Mean	3.4%	3.7%	+0.3 pp
Median	0%	0%	0 pp
Upper Quartile	Female: 63% Male: 37%	Female: 61% Male: 39%	-2 pp +2 pp
Upper Middle Quartile	Female: 70% Male: 30%	Female: 75% Male: 25%	+5 pp -5 pp
Lower Middle Quartile	Female: 75% Male: 25%	Female: 73% Male: 27%	-2 pp +2 pp
Lower Quartile	Female: 59% Male: 41%	Female: 62% Male: 38%	+3 pp -3 pp

6. Understanding the SCTS Gender Pay Gap

‘Our people are at the heart of the Scottish Courts and Tribunals Service - successful people make a successful organisation.’

We are pleased to be able to report there is no median gender pay gap and a very low percentage mean gender pay gap of 3.7% which is comparable to the national figure for full time employees.

We are committed to maintaining a low gender pay gap. We recognise that investment in our people leads to higher levels of engagement, improves knowledge, skills and experience, provides opportunity for our people to learn and develop and ensures we are an inclusive employer and an employer of choice.

We listen to our people through our annual Civil Service People Survey and are committed to delivering real improvement within a challenging economic climate

to make SCTS a great place to work, learn and develop. We have identified and agreed two corporate themes in our People Survey Action Plan 2022-2024: Learning and Development; and Leadership and Managing Change to help our people feel supported and included at work and able to give their very best to the organisation.

Our dedicated Education and Learning team is dedicated to continuous professional development to ensure that we are up to date in the latest educational theories and professional practice. We embed a research-informed approach to all our work to ensure that we provide a service of excellence so we can maintain a culture of continuous improvement.

We have a proactive commitment to equality, diversity and inclusion and have a number of provisions which contribute positively to our culture and our low gender pay gap. The Equality Advisory Group (EAG), comprising members from 12 equality organisations that represent all the protected characteristics, contributes to the development and improvement of our working practices and policies. The internal Equality Steering Group (ESG), chaired by the Chief Executive, monitors the equality work being undertaken by the organisation in support of the SCTS Equality Outcomes and comprises colleagues from different areas of the business and a PCS Representative. SCTS is a member of the Cross Justice working group on Race and Workforce whose purpose is to provide a strategic and cohesive approach to tackling barriers to employment across the justice system and to support cross system learning.

Our Recruitment & Resourcing Strategy has four key themes, one of which is 'Diversity,' and includes a commitment, with key measures of success, that our recruitment campaigns reach candidates accounting for all protected characteristics and socioeconomic inequalities. Recruitment initiatives include diverse selection panels, structured interviews and standardised marking criteria; online tests for entry level jobs and the option for skill-based assessments for posts at other grades.

We acknowledge that there is still more to do to reach our goal of making the SCTS an even more inclusive and diverse organisation, representative of the population we serve. We are committed to continuing this journey of attracting and retaining the best and widest possible pool of talent.

Actions taken during 2022

Equality, Diversity and Inclusion

- Progress of the Equality Outcomes 2019-23 - promoting awareness and understanding of equality and diversity within our organisation; improving the accessibility of our services; and improving accessibility to our employment.
- Launch of a 'play your part' campaign in May 2022 to encourage our people to share their personal information.
- Working in partnership with the SCTS Equality, Diversity & Inclusion Manager within SCTS, the new Equality and Diversity mandatory learning was launched in January 2022.
- Introduction of Mandatory e-learning on Unconscious Bias.
- Provision of an Equality and Diversity Learning Hub on our Learning Management System.

- Induction Day events for all new employees include a presentation on equality, diversity and inclusion.
- A 'Women in Leadership' programme, empowering and enabling women and celebrating events such as International Women's Day.
- Supporting neurodiversity celebration week.

Recruitment and Resourcing

- Partnership working with Skills Development Scotland in respect of Modern Apprenticeship Opportunities and the provision of video information on YouTube about our jobs, career opportunities and our recruitment process.
- Partnership working with Cabinet Office initiative, 'Going Forward into Employment' (GFIE) actively contributing towards the ambition that the Civil Service will draw on the talents of the widest possible range of geographical and social backgrounds.
- Training provision and collaboration with Disability Inclusion Scotland for our managers involved in recruitment and selection regarding Inclusion and 'Employerability'.

Flexible Working

- Enhancing our flexible working options to enable our employees to effectively manage their work/life balance including policies and payments in relation to parental, shared parental, parental bereavement and safe leave.
- Development of new working practices and enhancement of technology in response to Covid-19 and the post pandemic working environment.
- Our Hybrid Working Policy was implemented in September 2022. This agile working model will continue to enhance work/life balance.
- Through the Carers Register and our Carers Advisory Group, we are committed to helping employees balance work and home life and to supporting managers to play their part in creating an environment in which employees can meet their responsibilities at work while being supported in managing their caring role.

Learning

- Launch of the Talent Programme 'Thrive' which is designed to develop leaders who have the potential, aspiration and capacity to progress from their current role to a more senior position.

Wellbeing

- Specialist support and training options through our Trauma Support Service.
- Working collaboratively with PCS colleagues to develop a Menopause Policy.

Partnership Working

- A revised Partnership Agreement has been developed and outlines our commitment to working collaboratively with the PCS Union and provide a supportive and inclusive work environment for everyone.

Action Plan and Objectives 2023

Equality, Diversity and Inclusion

- The Mainstreaming Equality Report 2023 will be published in April 2023 and will include new SCTS Equality Outcomes from 2023 to 2027 with a specific focus on improving the accessibility of our services.
- Delivering the recommendations from the Scottish Government internal audit.
- We will continue to encourage our people to add and/or update their own personal information through new and creative 'play your part' initiatives to allow the ESG to plan activity based on the characteristics within our workforce and ensure we know the make-up of our workforce and have the right employment policies and work practices in place to support our employees.
- We will consider how to develop 'inclusion champions' across our organisation.
- We anticipate having more comprehensive data in future years to enable us to report on disability, ethnicity and race and put in place actions to ensure employees with disabilities and from ethnic minority backgrounds are represented in our organisation.

Recruitment and Resourcing

- Introduction of a new recruitment module on our payroll and people system allowing easier access and greater flexibility for all people applying for our job vacancies (to be implemented late Summer 2023).
- Implementation of a Centralised Recruitment and Resourcing team including Subject Matter Experts in recruitment practices, processes and procedures (to be implemented late Summer 2023).
- Development of a strong, distinctive employer brand, actively promoting SCTS as an employer of choice and identifying the best places and ways to advertise our vacancies including significant increased use of social media, job boards and specific recruitment landing pages.
- Continued collaborative working with local communities; specialist organisations and academic institutions to develop SCTS as a socially inclusive employer.

Performance Management – MyCareer

- Development and implementation of an improved approach to supporting contribution and performance, appraisal and probation. This refreshed approach will help recognise and value contribution, successes, wellbeing and learning and will support our people to develop and progress their career within SCTS.

Learning

- Continuing the Talent Programme 'Thrive'
- Launch of the Leadership Attributes Diagnostic Tool (LADT) designed to enable leaders at all levels self-assess themselves against the SCTS

Leadership capabilities, obtain a leadership profile, and be directed to specific learning and development materials to enable them to improve their leadership skills.

Pay and Reward

- Simple, fair and transparent pay and reward processes – a new people and payroll system was implemented in autumn 2020 and we continue to improve accessibility for employees and managers; automate processes and deliver business process improvement.
- A review of the current SCTS reward, benefits and recognition offering was taken forward in 2020 and a plan is now in place to take forward some of the recommendations including a strategic review of processes across pay, reward, benefits and recognition elements.
- Accreditation and leadership as a Living Wage Employer.
- SCTS has a rigorous job evaluation scheme – a further review of our approach, policy and associated documents will be carried out during 2023-24.

Equal Pay

The SCTS also recognises the importance of achieving equal pay for employees carrying out equal work and that we should operate a pay system which is transparent, based on objective criteria and free from unfair bias on any grounds, including sex, race or disability. This is a fundamental principle which is central to SCTS policy on equality and diversity and pay related policies and practices. The latest SCTS Equal Pay Statement and Report was published in November 2019 and we published an updated Statement following our 2 year review during 2021. In order to achieve equal pay, the SCTS is committed to ensuring that we:

- maintain the JEGS job evaluation system which provides a systematic role analysis scheme which incorporates the principles of equal pay
- carry out regular monitoring of the impact of pay policies and practices and take appropriate remedial action to resolve issues identified
- provide guidance for managers involved in decisions about recruitment, pay, benefits and promotions
- work in partnership with trade union representatives to ensure equality in pay and benefits
- investigate and respond promptly to any complaints in relation to equal pay.

We will publish our Equal Pay Statement 2023-2027 later this year.

Although the results of our gender pay gap analysis are positive, we will continue to keep our performance in this area under review and seek to continuously improve the experience of all of our employees in respect of equality, diversity and inclusion.

7. Declaration

I, Eric McQueen, Chief Executive, Scottish Courts and Tribunals Service, confirm that the information in this statement has been calculated according to the

requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is accurate.

Signed

A handwritten signature in black ink, consisting of a stylized initial 'L' followed by a long, sweeping horizontal stroke.

30 March 2023