

## MONITORING SCOTTISH PUBLIC BODIES' COMPLIANCE WITH THE PUBLIC SECTOR EQUALITY DUTY

March 2014

### BACKGROUND

#### Close the Gap

Close the Gap is a partnership project that works across Scotland to encourage and enable action to address the gender pay gap. The project works with those who can influence the pay gap, as well as those who are affected by it, and promotes positive activity to address its underlying causes.

The project partners include the Scottish Government, Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, the Equality and Human Rights Commission and the Scottish Trades Union Congress. The breadth of the partnership reflects the fact that the gender pay gap is an economic issue as well as an equalities issue.

#### The gender pay gap

The gender pay gap in Scotland currently stands at 13 per cent when women's full-time hourly earnings are compared with men's full-time hourly earnings, and 34 per cent where women's part-time hourly earnings are compared with men's full-time hourly earnings<sup>1</sup>.

Models of the gender pay gap identify a number of factors underpinning the gap, many of which overlap. These include occupational segregation, lack of flexible working opportunities, and pay discrimination.

#### *Occupational segregation*

There are two types of occupational segregation. Horizontal segregation is the clustering of women and men into gender-stereotyped occupations and sectors, and

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<sup>1</sup>Office for National Statistics (2013) *Annual Survey of Hours and Earnings, 2013 Provisional Results*

is a key cause of pay inequalities. Stereotypically female work like the '5 Cs' (cleaning, catering, clerical, cashiering (retail) and caring) is generally under-valued and associated with low pay. Vertical segregation is the clustering of women into lower grades within organisations and occupations, and the barrier that prevents women from progressing to senior levels is known as the 'glass ceiling'.

### *Lack of flexible working*

Women are more likely than men to have primary caring responsibilities for children, disabled people or older people. Flexible working options, particularly part-time work, tend to be more prevalent within low-paid and low-status jobs, often stereotypically female occupations. These options further diminish for more senior roles and management positions. The lack of quality flexible working opportunities impacts more upon women because women are more likely to have caring responsibilities.

### *Pay discrimination*

The largest single factor which contributes to the gender pay gap is discrimination within pay systems. The pay systems themselves may appear to be gender-neutral; however they can lead to gendered inequalities. Discrimination occurs, for example, when individuals are appointed to different points on a pay scale; different job titles and grades are allocated to jobs which are virtually identical; 'male' jobs have disproportionate access to bonus earnings, and 'female' jobs have less access to high-paid shift and overtime work; performance-related pay is unfairly awarded; length of grades or bands; and sex bias in analytical job evaluation schemes grades women's jobs at lower levels.

## The public sector equality duty and Scottish specific duties

The public sector equality duty, as contained in the Equality Act 2010, replaces the previous public sector equality duties: the Race Equality Duty (2002), the Disability Equality Duty (2006), and the Gender Equality Duty (2007). Like its predecessor duties, it requires public authorities to take a proactive and organised approach to tackling institutional discrimination, and aims to mainstream equality into public bodies in practical ways.

The public sector equality duty covers the following protected characteristics: age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief, and sexual orientation. The public sector equality duty also covers marriage and civil partnerships, with regard to eliminating unlawful discrimination in employment. As with predecessor duties, the public sector equality duty has a general duty which sets out requirements for all public authorities and those bodies exercising a public function, and specific duties, which place additional requirements on listed public authorities.

For clarity, a ‘public function’ is one defined in the Human Rights Act 1998, and private and voluntary sector organisations carrying out such a function must meet the requirements of the general duty in respect of that function.

### *General duty*

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not; and
- foster good relations between people who share a protected characteristic and those who do not.

Information about implementing the general duty, including principles from case law on the previous duties, can be found in the Equality and Human Rights Commission (EHRC) guidance, *Essential guide to the public sector equality duty: A guide for public authorities (Scotland)*<sup>2</sup>.

### *Specific duties*

The specific duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. They came into force on 27 May 2012.

The purpose of the specific duties in Scotland is to help those bodies listed in the regulations in their performance of the general duty. The regulations include a duty on listed public bodies to both gather and use employee information and to publish the following:

- Report on progress made in mainstreaming the equality duty.
- List of equality outcomes and report on progress.
- Gender pay gap information.
- Equal pay statement, including information on occupational segregation.

Between May and August 2013, Close the Gap undertook an assessment of PSED responses published by a sample of listed bodies. The purpose was to provide an indication of public bodies’ responses to the duty, and to make recommendations to assist public bodies in their compliance and with their ongoing reporting.

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<sup>2</sup>[http://www.equalityhumanrights.com/uploaded\\_files/Scotland/PSED\\_in\\_Scotland/essential\\_guide\\_to\\_the\\_psed.doc](http://www.equalityhumanrights.com/uploaded_files/Scotland/PSED_in_Scotland/essential_guide_to_the_psed.doc)

## METHODOLOGY

### Selection and sampling process

Five categories were initially selected from all categories of public bodies, followed by a sample from within each category. A total of 45 public bodies were sampled representing 33 per cent of public bodies across those five categories.

Organisations were chosen from each of the following public body categories:

- Further education establishments (FE)
- Higher education establishments (HEI)
- Local authorities (LA)
- Health boards (NHS)
- Other bodies and offices<sup>3</sup> (non-departmental public bodies (NDPB))

The selection process was not randomised in order to obtain the fairest geographical representation as well as a mix of larger and smaller organisations. This allowed the sample to account for the different pressures experienced in each local authority area (e.g. additional childcare pressures in rural areas). As with any qualitative research the results are subjective and there is no guarantee the sample is entirely representative of wider responses to PSED.

For the purposes of this assessment, only those documents that were published online by the deadline of 30 April 2013 have been used. Any subsequent amendments or additions made by individual public bodies have not been included.

### Analysis framework

An analytical framework was devised using a combination of legislation, guidance materials published by Close the Gap, and non-statutory and technical guidance publications from the EHRC. The reports were broken down into sections; certain sections were assessed using a scoring system, while non-scoring sections produced a yes or no answer.

The assessment followed the five sections of the framework, and in each section points were allocated based on the relevant criteria. The five sections of the framework sought to assess the following:

- The quality of the mainstreaming report in relation to gender and employment.
- The standard of equality outcomes in relation to equal pay and occupational segregation.

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<sup>3</sup> Listed in Schedule to the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012

- The quality of gender pay gap information.
- The quality of equal pay statements.
- The quality of information on occupational segregation.

The full criteria for each of the five sections can be found in the Appendix.

## Scoring

Using the framework the documents were assessed and allocated scores. For scoring sections of the framework, each section carried a headline yes/no question or questions, followed by further questions where scores were divided into category bands, with each category band carrying a number of points. In all sections except Gender Pay Gap Information, which was categorised as either adequate or inadequate, possible scores were good, satisfactory, poor and none. The full framework document, including category band descriptions and associated scores, is listed in the Appendix.

Checklists were used for the parts of the framework that were non-scoring. Although these checklists were non-scoring, they were a useful additional measure for assessing reports.

The first checklist focussed on the data published by public bodies in response to PSED. The regulation provides that an authority should publish data on the composition of its employees, and the recruitment, development and retention of those employees; however it does not provide a definitive list of the specific data that should be used to fulfil these requirements. The PSED guidance published by both Close the Gap and the EHRC does provide advice on this, and was used to design a checklist to support the assessment of the data published.

The second checklist was used to assess the equality outcomes published, specifically in relation to the main causes of the gender pay gap:

- Pay discrimination.
- Flexible working.
- Vertical occupational segregation.
- Horizontal occupational segregation.

Any public body which included outcomes to address at least one of the causes had these quality-assessed. Although bodies are able to choose which equality outcomes they publish, where significant gender pay gaps existed but no gender-focused outcomes were in place to address them, this was noted in the findings. Details of the checklists are contained within the Appendix.

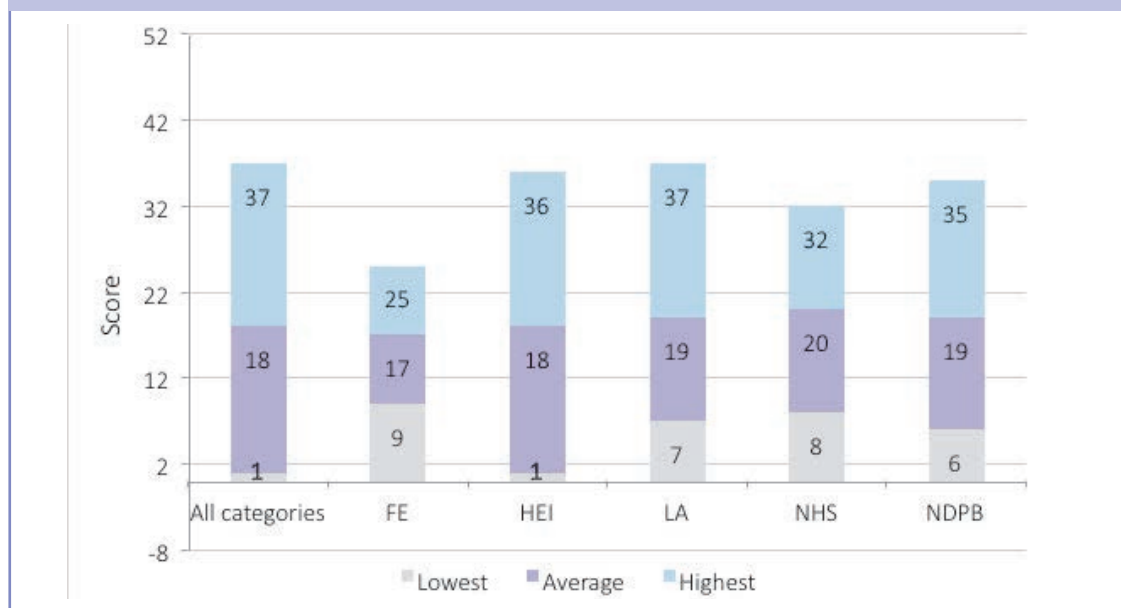
The focus throughout the assessment process was on public bodies' awareness of, and proposals to deal with, the causes of the gender pay gap within their organisations. The findings, and any subsequent grade awarded for a body's efforts relates only to the quality of their submissions around gendered employment issues.

## FINDINGS

### Overall picture

The assessment indicates that there is significant room for improvement in public bodies' responses to PSED across all aspects of the duty. Figure 1 shows the highest, average and lowest scores achieved across all sections of the assessment; scores are shown for each sector alongside an overall score. As can be seen, overall scores ranged from one to 37 out of a maximum 52 points available, with an average score of 18 across all public bodies. There was also a wide variance in scores within individual sectors.

Figure 1: Distribution of scores for public bodies' PSED compliance by category



In general, public bodies failed to recognise data collection, interpretation and use as a process. Some bodies were stronger in data collection but then provided insufficient or weak analysis. Other bodies had ostensibly better outcomes but these were not based on the data collected. Inconsistencies were also observed around the calculation of the gender pay gap, and bodies' understanding of the causes and types of occupational segregation.

## Mainstreaming

All but one of the public bodies assessed (98 per cent) included a mainstreaming report of some description, with the best average scores for the quality of mainstreaming statements achieved by those within the NHS sector.

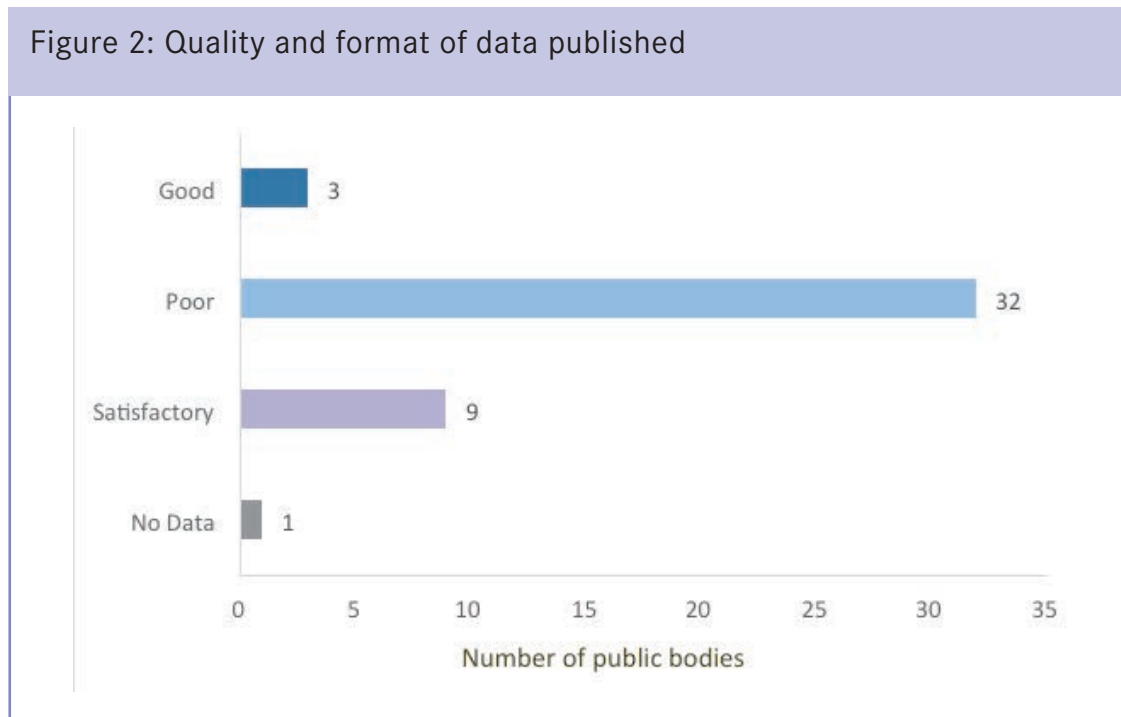


Figure 2 indicates there were significant issues with the quality and format of the employee data presentation. Thirty two of the public bodies (71 per cent) were assessed as poor, while one did not include any employee data at all. Many of the bodies that scored poorly in this area had employee data sections characterised by the following:

### *Incomplete data*

In some cases, particularly those where average salary details were provided, senior management information was removed from the data, with the aim of preventing a small number of high salaries (of typically male-dominated roles) from impacting the calculation of their gender pay gap. This does not include omissions made to prevent identification of individuals where low staff numbers were concerned.

### *Inconsistent publishing of data*

Datasets comprised of snapshots across a variety of categories and protected characteristics. For example one body provided information on attendance at training by gender and not race, followed by promotion data by race and not gender. This would indicate that data for both categories and both characteristics had been collected, but not published in their entirety for each.

### *Insufficient detail*

Employee data disaggregated by gender but only listed in a high level ‘job family’ format. This format grouped a range of different jobs together in bands, in some instances with no detail given on which jobs were contained within these. This prevented any meaningful identification or analysis of horizontal segregation as the data for numbers of each gender in particular job roles were not provided.

The majority of those achieving satisfactory or good scores performed well throughout the assessment, demonstrating a link between good collection and reporting of data and successful performance of the duty overall. In many cases, there was also a direct correlation between the scores bodies received for the quality of their data reports and the scores they received for their signposting or ease of navigation to it.

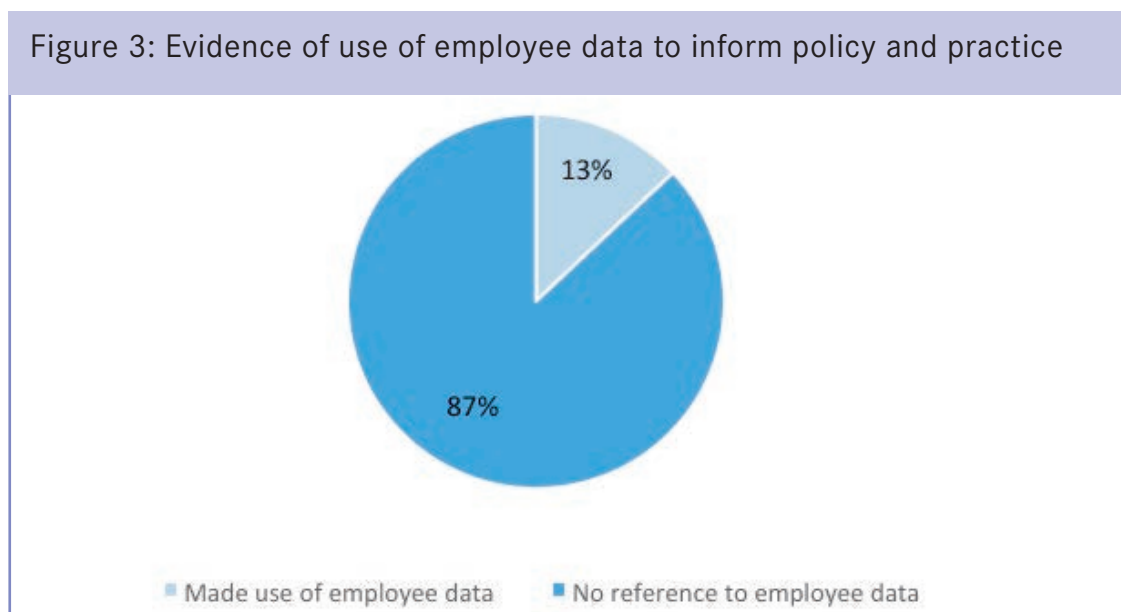


Figure 3 shows that most public bodies did not use their employee data to inform their mainstreaming policy and practice, with only six of those assessed (13 per cent) having made specific reference to the statistics on gender within their employee data as part of their mainstreaming report. Given the capacity of bodies to make the connection between collecting and analysing data to inform better service delivery, it is disappointing to see a widespread failure to translate that across to make the same connection between employment data and better employment practice in relation to gender equality.

While all of the bodies that provided a mainstreaming statement indicated they understood the broad principles of mainstreaming equalities within their organisations, few demonstrated practical examples of how they delivered this. A number of the reports were characterised by vague statements rather than specific actions and outcomes relating to gender equality. Provision of continued or increased equality and

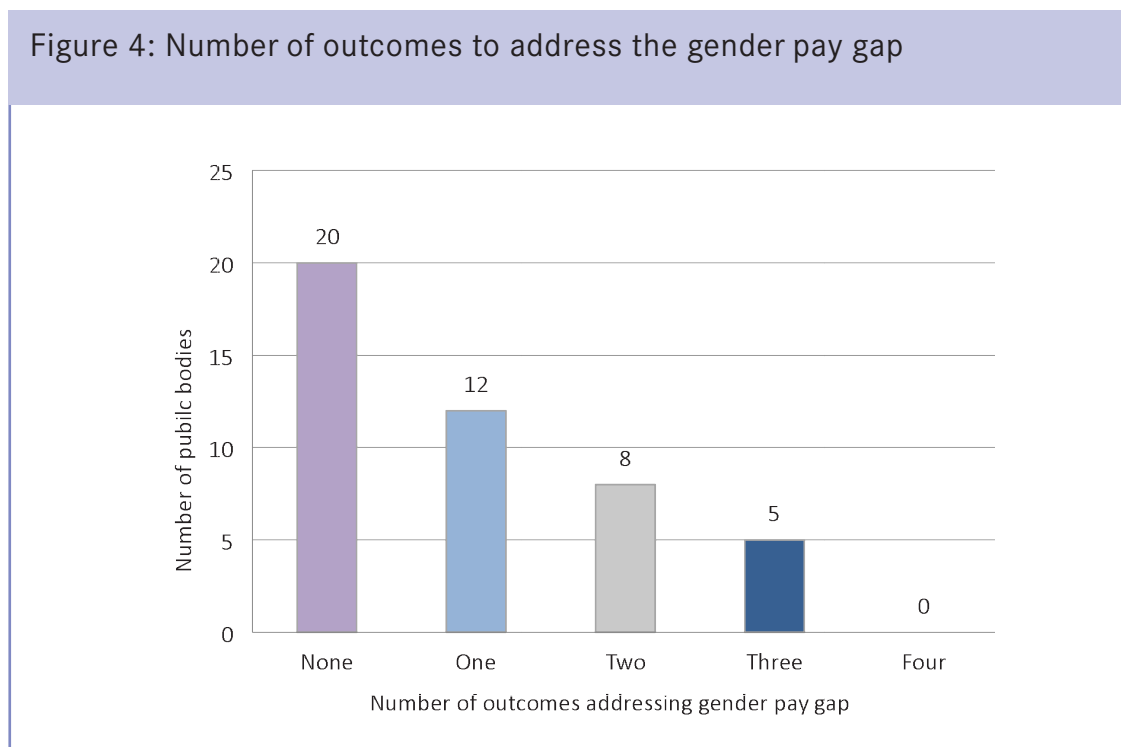


diversity training was a feature of many statements which, while positive, did not appear to have a mainstreaming focus. Again, it is clear that those bodies which had utilised their employee data to inform their mainstreaming practice had developed more coherent strategies than those who had not.

A number of public bodies recognised that their data collection processes needed improvement, particularly in relation to protected characteristics. The assessment also identified positive examples of ongoing work around gender equality, including the introduction of flexible working practices and work around encouraging line managers to consider the benefits of job sharing when advertising vacancies.

## Equality outcomes

All 45 public bodies published equality outcomes; however these did not always include outcomes relating to workplace gender equality issues. As can be seen from Figure 4, 56 per cent included at least one outcome to address one of the causes of the gender pay gap. There were 20 bodies whose outcomes failed to address any of these causes. Any outcomes which addressed at least one of these causes were assessed.

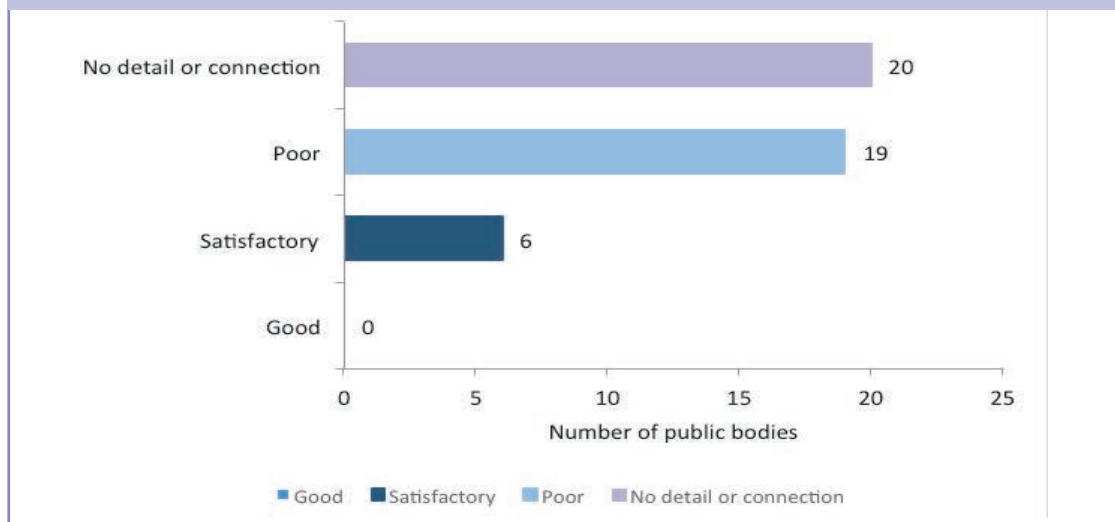


Of the 25 public bodies whose equality outcomes were quality assessed, 72 per cent were assessed as having equality outcome statements that lacked clarity, both in terms of the outcomes bodies were hoping to achieve and/or confusion around which of the causes of workplace gender inequality the outcomes were supposed to address. Common features of reports included confusion of outcomes with outputs, and non-specific, generalised outcomes.

There were public bodies which presented evidence-based outcomes in a clear, logical format with timescales for the work to be carried out. Some provided short, medium and long term goals and there were some well-developed programmes for addressing gender inequality. One local authority had committed to working with its partners in education to remove stereotypical views of occupations by gender, with the aim of encouraging pupils to consider a wider variety of careers which would hopefully reduce the prevalence of gender segregation in the local labour market.

A number of public bodies stated their intention to consider use of positive action where occupational segregation was evident, to encourage more applicants of the opposite sex to apply for stereotypically gendered roles. Also, an increasing number of higher education establishments had signed up to the Athena SWAN Charter scheme which demonstrates a longer term commitment to supporting the progression of women working in academia, and increasing the numbers of women studying STEM subjects at degree level. This may have some impact on the 'leaky pipeline' within science, technology, engineering, and maths.

Figure 5: Quality of actions and connection between the issue, action and outcome



The majority of public bodies assessed provided little detail on the actions proposed to address the gender pay gap, and appeared to encounter difficulty demonstrating the connection between the issues identified, the proposed actions to be taken and the outcomes to be achieved. Due to insufficient levels of detail, it was often difficult to assess whether the actions proposed were likely to result in significant measurable success.

Similarly, 72 per cent of public bodies assessed received a poor score for the indicators they propose to measure the success of their actions, and for their feasibility and likelihood of success. A common theme amongst those assessed as poor was

unrealistic expectations in terms of either the actions they propose to undertake or the efficacy of the actions in relation to delivering the outcomes stated.

There were, however, some bodies whose outcomes had been carefully developed, characterised by evidence at organisational, local and national levels as well as consultation with groups that represent people with a shared protected characteristic and other advisory groups. For example one public body which had identified that a lack of affordable childcare was a barrier to women’s participation in employment, planned to work with local agencies to implement changes to childcare policies in order to benefit existing and prospective employees who faced particular challenges due to rural locations and shift working patterns.

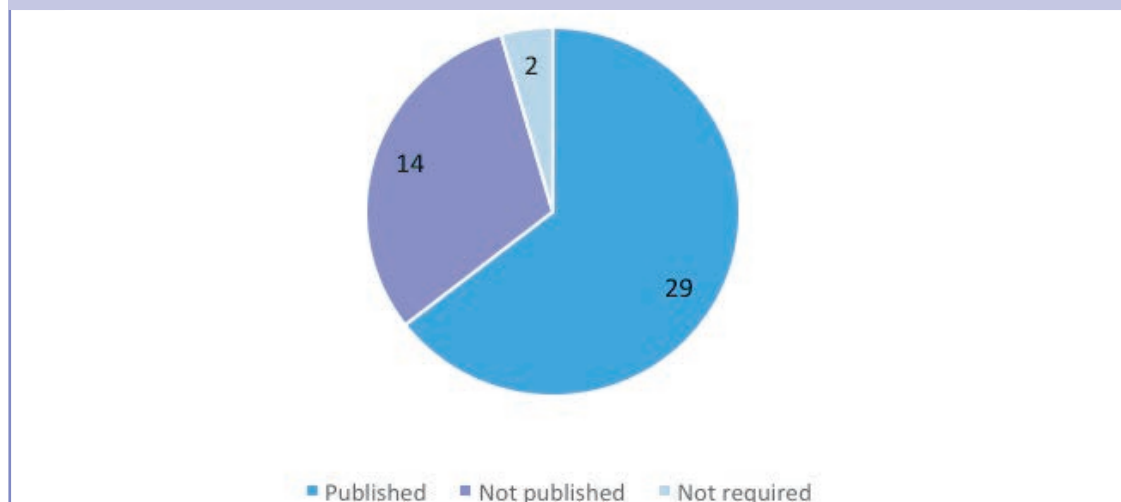
Where public bodies received a satisfactory score, there was an evidence base for the outcomes and actions that had been developed. These statements tended to demonstrate a more sophisticated analysis of the issues that exist within a particular body and are more likely to include realistic, proportionate and specific actions to address them.

## Gender pay gap information

In order to comply with PSED bodies require to publish a single gender pay gap figure, which is the percentage difference between men’s and women’s hourly pay, excluding overtime.

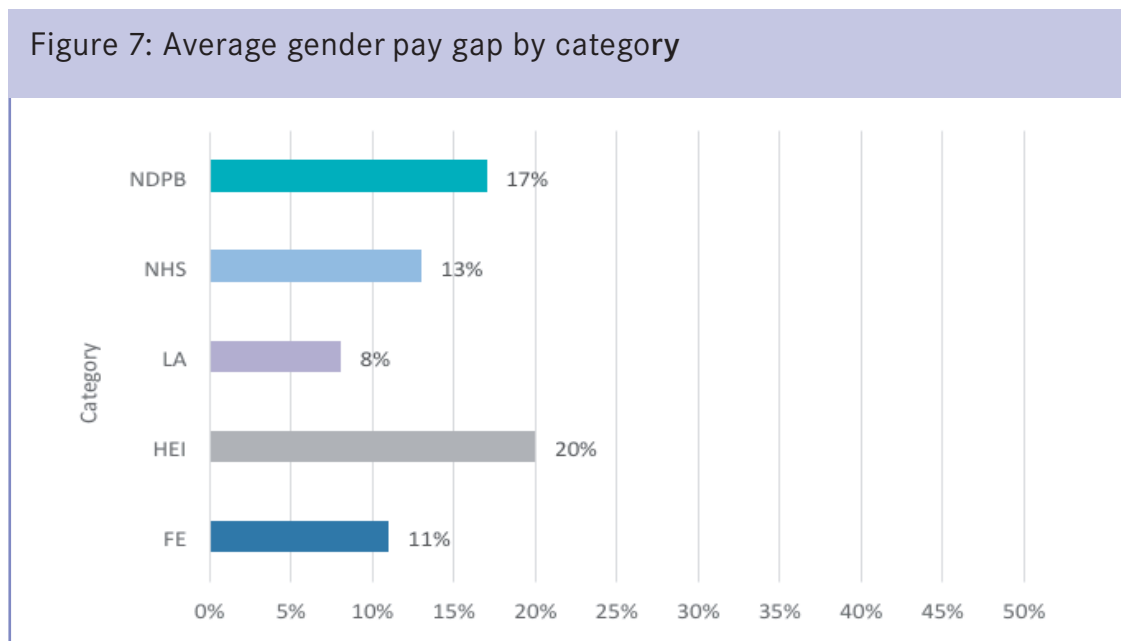
As can be seen in Figure 6, of the 43 organisations that were required to publish an organisational gender pay gap (two of the public bodies assessed had fewer than 150 staff and are therefore not required to publish) just over two thirds published a figure which they considered met this requirement. Health boards were the most likely to publish (80 per cent complied) and higher education institutions the least likely (40 per cent compliance).

Figure 6: Number of bodies publishing gender pay gap information



Twenty five of the 29 organisations provided adequate pay gap data but of these, almost half did not provide any equality outcomes to tackle the gap. This again indicates a lack of understanding of the process of using data to inform outcomes.

Amongst the public bodies assessed, the average pay gap figure (across those who provided an adequate pay gap figure) is lowest within local authorities (where publication rates were 70 per cent) and highest within higher education, which had the lowest publication rate across the sectors.



*n*=25

It was not possible to check the accuracy of the pay gap figures provided by public bodies due to the inconsistency of the data reported. Where an obvious error was identified this was highlighted and the pay gap figure scored as inadequate. The majority of the organisations that provided a pay gap figure were able to demonstrate that they understood how to do the calculation and some made reference to their use of guidance published by Close the Gap to assist them in undertaking this work.

## Equal pay statements

In addition to the information required in the mainstreaming report, and the gender pay gap information, bodies with 150 or more staff also require to publish an equal pay statement, including information on occupational segregation. In formulating an equal pay statement, bodies are recommended to consider each of the causes of the gender pay gap. Forty three of the public bodies were required to publish equal pay statements, there being two public bodies exempt from this requirement due to their size. Of these, 39 had published statements.

Figure 8: Section scores for quality of equal pay statements

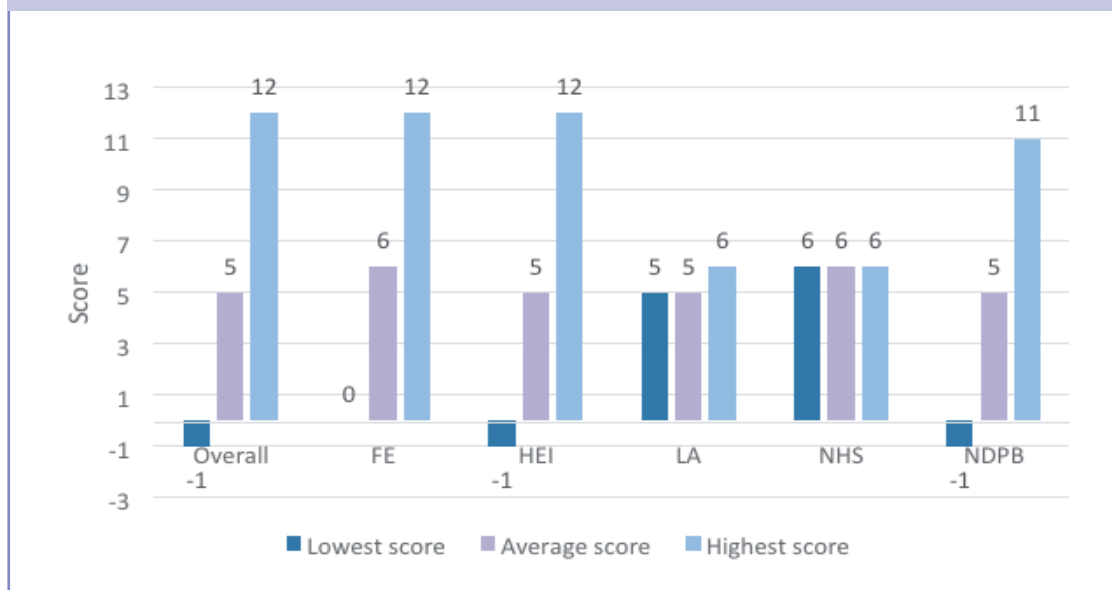


Figure 8 shows the lowest, average, and highest scores received for the equal pay statements section of the assessment. The scores are shown by sector and overall. The average score for this section was five from a maximum score of 13, with a wide variance from the lowest score of minus one to the highest of 12. Figure 8 shows this range and average held for all sectors except local authorities and NHS, where all but one of the local authorities received the same score, and all NHS boards received the same score. Only six public bodies did not receive a poor average score for this section.

Of the 39 published equal pay statements, in 85 per cent the level of detail was assessed as poor. This included all of the NHS boards, each of whom had published a generic NHS equal pay statement, rather than statements specific to each board's individual circumstances. Equal pay statements assessed as poor in this section were typically short (often a single page), lacked detail or simply reiterated the requirements placed on public bodies by the Equality Act 2010. Five of the statements contained details of legislation that was out of date. Public bodies scoring poorly demonstrated little or no evidence of data analysis and research having informed their equal pay policies and procedures.

Thirty five public bodies (90 per cent) provided suggestions to tackle gendered pay inequality that were of poor quality. Consequently, the majority of equal pay statements were characterised by commitment statements, rather than practical, organisation-specific suggestions to address the issue of gendered pay inequality. It was difficult to assess the likely effectiveness of these suggestions, as they were unlikely to refer back to the employee data the organisation had gathered. This suggested an approach to tackling pay inequality that was process focused and of limited scope and effectiveness.

When looking at delegation to senior management for prioritising equal pay there was an increase in satisfactory and good ratings; however it was noted that ten of the bodies achieving this rating were NHS boards, all of whom submitted a generic equal pay statement which indicated that the Chief Executive was responsible for prioritising equal pay within organisations.

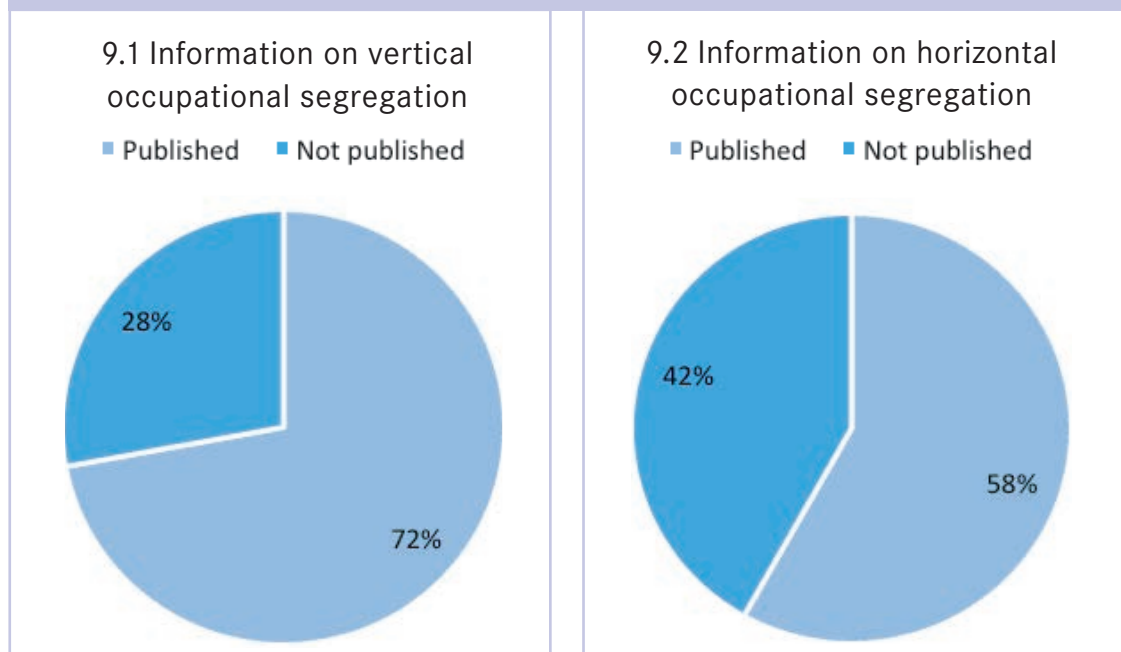
Those public bodies which scored good or satisfactory in this section were those that had included a greater level of detail in their statements and specific strategic objectives to tackle the issue. Examples of positive activity in this section include one body which will automatically award annual increments to those on the bottom four increments of one of its pay scales to address the gender pay gap within it, and another which outlined clear objectives and its intention to develop equality champions within the organisation to ensure equal pay remains a priority.

Most of the public bodies achieving better scores in this area had stated their intention to conduct regular equal pay reviews.

## Occupational segregation

Forty three bodies were required to publish information on vertical and horizontal occupational segregation. Figures 9.1 and 9.2 show that 72 per cent met this requirement for vertical segregation, with 58 per cent meeting the requirement for horizontal occupational segregation.

Figures 9.1 and 9.2: Proportion of bodies publishing information on vertical and horizontal occupational segregation



n=43

n=43

Of these 43 bodies, 26 per cent provided no occupational segregation information at all, and of these, 91 per cent had an overall assessment score lower than the average authority score of 18 (from a maximum possible score of 52). Most public bodies failed to deal with vertical and horizontal occupational segregation as two distinct issues, mostly due to equal pay statements containing limited or no analysis around how both types of occupational segregation were impacting on their organisational pay gap.

Of the 32 public bodies that provided information on one or both types of occupational segregation, over 80 per cent demonstrated only a basic level of awareness of its causes within their organisation. Many submissions were characterised by matter of fact statements, without providing any insight as to how these situations might be changed. This coincided with poor performance in terms of the actions proposed to tackle occupational segregation, characterised by vague proposed actions and a lack of understanding of the extent of the work required in terms of timescale or resources. This suggests that a failure to address occupational segregation has negatively impacted on these public bodies' ability to develop strong policies to deal with the issue of gender pay inequality as a whole.

Some bodies scored particularly well in relation to publishing occupational segregation information, however, providing detailed analysis of employee data across all job roles as well as pay grades, noting the impact these had on the organisation's gender pay gap and providing explanations for their occurrence. For example, one body had included information on the impact that occupational segregation has on its payment of shift allowances and discretionary pay points, concluding that this was an issue requiring further attention within its organisation.

## PROPOSALS FOR FUTURE WORK

The findings have identified a number of areas where Close the Gap could usefully develop work to provide support to public bodies in meeting their obligations under the public sector equality duty.

	Outcomes	Outputs
1. Employment data collection, analysis and use	<ul style="list-style-type: none"> <li>Public bodies have improved data collection systems and as a result, collect better quality employment data.</li> <li>Public bodies have increased knowledge around gender-disaggregated data analysis and interpretation.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a matrix template that can be used by public bodies which illuminates employee data collection, analysis and use, and developing equality outcomes as a process.</li> <li>Develop and deliver knowledge transfer sessions for public bodies on interpreting gender-disaggregated data.</li> <li>Continue to provide demand-led support to individual public bodies to support them in public sector equality duty compliance.</li> </ul>
2. Gender pay gap reporting	<ul style="list-style-type: none"> <li>Public bodies have an increased understanding of calculating and reporting on the gender pay gap.</li> <li>A range of staff members within public bodies, including finance staff, HR staff and analysts, are involved in the process of gender pay gap reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Scottish Government and EHRC to develop and deliver guidance for public bodies on calculating and reporting on the gender pay gap.</li> <li>Work with Scottish Government and EHRC to develop and deliver training for public bodies on calculating and reporting on the gender pay gap.</li> </ul>
3. Addressing occupational segregation	<ul style="list-style-type: none"> <li>Occupational segregation is framed as an issue of economic growth and an issue of equalities.</li> <li>Public bodies have an increased understanding of occupational segregation.</li> <li>Public bodies can better report on occupational segregation within their organisations.</li> <li>Occupational segregation is reduced.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Scottish Government and EHRC to develop and deliver training for public bodies on occupational segregation reporting.</li> <li>Continue to provide demand-led support to individual public bodies around addressing occupational segregation.</li> </ul>
4. Sector specific support	<ul style="list-style-type: none"> <li>Public bodies within specific sectors have increased capacity to collect, analyse and use employment data.</li> <li>Public bodies have increased capacity to meet the gender pay gap and occupational segregation reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Convene sectoral short-life working groups with a range of public bodies (e.g. NHS, local government, further and higher education) to identify issues particular to those sectors.</li> <li>Develop sector specific guidance on meeting the gender pay gap and occupational segregation reporting requirements.</li> </ul>



## APPENDIX: SCORING FRAMEWORK

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:
MAINSTREAMING	<b>Recruitment, etc. data (disaggregated by gender)</b>			
	Job applications	Yes / No	None applicable	
	Shortlisted applicants			
	Appointments			
	Occupation of part time posts			
	Occupation of fixed term or temporary posts			
	Applications for flexible working and success rates			
	Grievances			
	Disciplinary incidents			
	<b>Development data (disaggregated by gender)</b>			
	Training applications and success rates	Yes / No	None applicable	
	Types of training applied for - subject and level			
	Promotions			
	<b>Retentions data (disaggregated by gender)</b>			
	Proportions of women returning to work following maternity leave	Yes / No	None applicable	
	Redundancies - compulsory and voluntary			
	Dismissals			
	Retirement - including grounds			
	Mainstreaming report published	Yes	1	
		No	-1	
	<b>Detail, format and disaggregation of employee data</b>	Good	3	Comprehensive, gender disaggregated data showing the composition of the workforce will be available, along with a number of datasets relating to recruitment, development and retention. The information will be presented in a logical, well organised format and will be relevant, recent and easily understood.
		Satisfactory	2	Some or even all gender disaggregated data showing composition of the workforce will be available, though this may be presented in an illogical format and not necessarily easy to understand. Datasets in this category could be technical in nature or contain industry-specific jargon (e.g. job harmonisation titles). Broader information on recruitment, development and retention will be included though may be limited in scope.
		Poor	1	Some workforce data will be available but is likely to be presented at the highest level, leaving it impossible to identify occupational segregation. Alternatively, the data might be overly complex, illogically presented or have missing datasets for particular occupational groups (often senior management, TUPE staff or those on externally agreed pay scales). Information on recruitment, development or retention is unlikely to be included and if it is, will be of minimal benefit.
	None	0	No employee data has been published	
<b>Signposting or ease of navigation to data</b>	Good	3	Where the employee data is not contained within the mainstreaming report, there will be clear signposting to it on the authority's website and mainstreaming document.	
	Satisfactory	2	Employee data may not be included in the mainstreaming section and directions to where the data can be located may not even be present. The data will, however, be available on the authority's website and will be relatively simple to access (i.e. located in a logical folder or page).	

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:	
MAINSTREAMING	Signposting or ease of navigation to data	Poor	1	Locating the employee data is not a straightforward process, possibly presented in a folder or page where one would not consider looking for it.	
		None	0	No employee data is included in the mainstreaming report and no signposting evident on the authority's website.	
	Evidence of use of employee data informing mainstreaming policy and practice	Good	3	The authority will have provided evidence that it has performed detailed analysis of the data, possibly through the provision of narrative to support tables and graphs. It will also have demonstrated how it has used the results of the analysis to make gender equality considerations integral in the exercise of its functions. Examples might include changes to specific policies and procedures in light of workforce monitoring, inclusion of gender considerations in template planning documents or positive action being taken to address areas where occupational segregation is evident from examination of the data collected.	
		Satisfactory	2	The authority will have provided some evidence to demonstrate how it has used the employee data to make gender equality considerations integral in the exercise of its functions. This evidence will reflect that some analysis of the data has been undertaken but the level of detail included will suggest that this has not necessarily transferred into the mainstreaming strategy. This could be characterised by 'broader statements', rather than focussing on specifics, though these statements will still address individual protected characteristics.	
		Poor	1	The authority will have provided little evidence to demonstrate that it has used the employee data to make gender equality considerations integral to the exercise of its functions and there will be little or no evidence of data analysis having formed the basis of mainstreaming actions. A report in this category might include generic statements regarding an authority's commitment to mainstreaming equality but will not detail why or how it proposes to do this and which groups will derive the benefits of such action.	
		None	0	No data analysis is evident for whatever reason.	
	Feasibility of proposals	Good	3	The actions proposed by the authority to embed gender equality into its functions will be proportionate in view of the evidence and achievable within the timescales provided.	
		Satisfactory	2	The actions proposed by the authority to embed gender equality into its functions will be reasonably logical in view of the evidence and may have some chance of limited or partial success.	
		Poor	1	Any actions proposed by an authority regarding mainstreaming practices will have no obvious basis in evidence and/or will have little likelihood of measurable success.	
		None	0	Proposals are too vague to be feasible, impossible to implement or none provided at all.	
	EQUALITY OUTCOMES	Do outcomes address or include:			
		Pay discrimination	Yes / No	None applicable	
Flexible working issues					
Vertical occupational segregation					
Horizontal occupational segregation					
Clarity of outcome sought and which cause of the gender pay gap the authority is seeking to address		Good	3	There will be a clear articulation of the outcomes the authority hopes to achieve in relation to gender pay equality and occupational segregation. It should be clear from the statement which cause of the gender pay gap each outcome is seeking to address, perhaps with reference made back to the employee data or other evidence gathered to support the actions proposed.	

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:
EQUALITY OUTCOMES	Clarity of outcome sought and which cause of the gender pay gap the authority is seeking to address	Satisfactory	2	There will be a statement of the outcomes the authority hopes to achieve in relation to gender pay equality and occupational segregation. It should be at least ascertainable which of the causes of the gender pay gap the outcomes are seeking to address though these may not have been specifically articulated.
		Poor	1	Outcomes in this category may be characterised by not being outcomes at all, instead indicating outputs. It will be unclear which of the causes of the gender pay gap or inequality the actions are supposed to address.
		None	0	No equality outcomes relating to gender are included
	Level of detail on action to be taken strength of evident connection between issue identified, actions to address them and outcomes expected	Good	3	The actions the authority intends to take should be detailed and likely to include information on the resources that will be targeted towards them, persons involved in their delivery and timescales involved. Outcomes in this category will likely be laid out in a logical manner to allow the reader to understand the rationale for actions being taken and how the authority proposes to meet its intended outcomes. In all cases there will be a clearly articulated link between the issues identified, the actions to be taken and the outcome expected, based on evidence gathered.
		Satisfactory	2	The actions the authority intends to take should be outlined and may include some information on the resources and people involved in their delivery. In many cases there will be a link between the issues identified, the actions to be taken and the outcome expected, though this may be tenuous in places or a full explanation of the actions proposed and how they link to the evidence base may not be provided. Alternatively, the actions proposed could be of limited scope.
		Poor	1	There will be basic details of the actions the authority intends to take to meet its listed outcomes. It is unlikely that there will be a discernible link between the issues identified, the actions to address them and the outcomes expected. Alternatively, the actions proposed might be wholly unsuitable as a means to address the issues highlighted, whether in terms of proportionality or sustainability.
		None	0	No equality outcomes relating to gender are included
	Standard of indicators to measure success of actions taken	Good	3	There should be clearly identified indicators to demonstrate how the authority will measure the successful of each action listed.
		Satisfactory	2	The authority's proposed methods of measuring the success of its actions will be listed, but may be vague in nature, have limited reporting value or even be overly complex.
		Poor	1	The authority's proposed methods of measuring the success of its actions are unlikely to have been listed or will have negligible reporting value.
		None	0	No equality outcomes relating to gender are included
	Feasibility of actions proposed and likelihood of success	Good	3	In all cases, the proposed outcomes are realistically achievable in the timescales provided and are likely to deliver a significant measure of success in relation to addressing the issues identified.
		Satisfactory	2	In some, but not all, cases, the proposed outcomes may be realistically achieved within the timescales provided but only likely to deliver limited success in relation to the issues they are designed to address.
		Poor	1	It will be unrealistic to expect any or the vast majority of outcomes to be met within the timescales provided
		None	0	No equality outcomes relating to gender are included

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:
<b>GENDER PAY GAP DATA</b>	Gender pay gap figure required (i.e. >150 employees)	Yes / No	None applicable	
	Gender pay gap figure published	Yes	If required = 1 if not required = 0	A gender pay gap figure will be considered 'published' if it appears that the authority believes it has correctly provided a pay gap figure for the entire authority (i.e. no missing data). A grade will be given for publishing in these cases even if the figure is subsequently graded 'inadequate'.
		No	If required = -1 if not required = 0	Where no pay gap figure is provided
	Figure adequate or inadequate	Adequate	1	A figure will be considered adequate if the authority has indicated that all employees' salaries have been included in the calculation and they have not articulated any information that would suggest an error in the pay gap calculation process.
		Inadequate	-1	A figure will be graded 'inadequate' if it is not provided, if an entire organisational pay gap figure is not presented (even if pay gap figures for individual job grades / departments have been given) or if there is information to suggest that certain salaries have been omitted from the calculation where these should have been included.
<b>EQUAL PAY STATEMENT</b>	Equal pay statement required (i.e. >150 employees)	Yes / No	None applicable	
	Equal pay statement published	Yes	If required = 1 if not required = 0	
		No	If required = -1 if not required = 0	
	Level of detail on authority's policy on gender pay equality	Good	3	An equal pay statement in this category will list clear, comprehensive details of an authority's policies and practices to promote equal pay between men and women, and may provide details of linked policies to support gender equality overall. These statements will usually be dated within the last year, suggesting regular policy reviews are conducted.
		Satisfactory	2	An equal pay statement in this category may outline the policies that exist within the organisation to tackle pay inequality but will be limited in their level of detail. Statements will generally be no more than one or two years old.
	Level of detail on authority's policy on gender pay equality	Poor	1	An equal pay statement in this category may be limited to a generic 'commitment to equal pay' statement and is unlikely to demonstrate any reference to authority-specific priorities in relation to gender pay inequality. Statements in this category are generally short and lacking in detail in relation to efforts made to address causes of pay gaps or occupational segregation. Policies in this category might be a number of years out of date.
		None	0	No equal pay statement published at all or, if it has, there will be no mention of gender pay equality within it

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:
EQUAL PAY STATEMENT	Evidence of consideration of the cause of gender pay gaps demonstrated in the authority's policies	Good	3	There will be clear evidence that the authority has considered the causes of gender pay inequality within their own organisation in some depth and that this has advised their policy on equal pay. A statement in this category might also demonstrate an authority's commitment to working with equalities sub-groups or committees to drive forward their ambitions for gender pay equality.
		Satisfactory	2	There may be a few reasons given for the possible causes of gender pay inequality that exists within the organisation but it may not be apparent that these considerations have formed the basis of policies that are presented. These statements might be characterised by 'textbook' explanations for gender pay inequality, rather than evidence gathered from their own employee datasets.
		Poor	1	There will be little or no evidence that the authority has considered the possible causes for gender pay inequality within its own organisation and/or little or no evidence of this having informed policy, included into the statement.
		None	0	No equal pay statement published at all or, if it has, there will be no mention of gender pay equality within it
	Effectiveness of suggestions given to tackle gender pay inequality	Good	3	The authority will have provided reasoned, practical suggestions on ways in which equal pay might be achieved by, for example, conducting regular equal pay reviews.
		Satisfactory	2	The authority may have presented some suggestions on how gender pay inequality might be addressed though these may lack clarity in terms of implementation and/or be unrealistic. Alternatively, proposed actions may be too 'process focussed', evidenced by inclusion of complex monitoring procedures and policy development, rather than the priority being on outcomes for staff.
		Poor	1	It is unlikely that the authority will have provided suggestions on how best to tackle the issue of gender pay inequality. Where suggestions are given, they are likely to be unsustainable or unrealistic in terms of time, resources and so on. Alternatively, the proposals may indicate an approach to the issue that is entirely 'process focussed'.
		None	0	No equal pay statement published at all or, if it has, there will be no mention of gender pay equality within it
	Delegation to senior management for prioritising equal pay within the organisation	Good	3	The authority will have delegated responsibility for ensuring that equal pay remains a strategic priority to staff in a senior management role, whose designations will be listed.
		Satisfactory	2	The authority may have delegated responsibility for prioritising equal pay to middle management or to particular equalities sub-groups or committees.
		Poor	1	The authority may have delegated responsibility for prioritising equal pay to relatively junior members of staff or the entire Human Resources department. Alternatively, there may be no mention of leadership and accountability for equal pay matters in the statement at all.
		None	0	No equal pay statement published at all or, if it has, there will be no mention of gender pay equality within it
OCCUPATIONAL SEGREGATION	Vertical occupational segregation information provided?	Yes	If required = 1 if not required = 0	
		No	If required = -1 if not required = 0	

ASSESSMENT SECTION	CRITERION	GRADE	NUMERIC SCORE	TYPICALLY CHARACTERISED BY:
OCCUPATIONAL SEGREGATION	Horizontal occupational segregation information provided?	Yes	If required = 1 if not required = 0	
		No	If required = -1 if not required = 0	
	Evidence of vertical and horizontal occupational segregation dealt with as two distinct issues	Good	3	The authority will have provided information and an analysis of the clustering of men and women in all occupational types and pay grades within the organisation and will have demonstrated awareness of how both types of segregation impact on gender pay equality for different reasons.
		Satisfactory	2	The authority will have provided information on the clustering of men and women in all occupational types and pay grades within the organisation, though there may be a lack of clarity as to the reasons each type of segregation occurs and how both impact on gender pay equality.
		Poor	1	While horizontal and vertical occupational segregation information may be presented, any explanations of the reasons for their occurrence and the impact the two types of segregation have on gender pay inequality may be limited to inclusion of extracts from guidance documents.
		None	0	No occupational segregation information has been provided
	Depth of awareness of the causes of occupational segregation and commitment to addressing it	Good	3	The authority will have demonstrated a good awareness of the reasons for occupational segregation within the organisation and made a clear commitment and outlined actions to address it.
		Satisfactory	2	The authority will have demonstrated some limited awareness of the possible reasons for occupational segregation and will have presented some plans in tackling the issues identified, though these may be vague.
		Poor	1	The authority is likely to have demonstrated poor awareness of the possible reasons for this segregation and statements in this category may be characterised by superficial descriptions of plans to address it or questionable methods to do so.
		None	0	No occupational segregation information has been provided
	Feasibility and proportionality of proposed actions in the timescales available	Good	3	The proposed actions to enable the authority to deliver its commitment to addressing occupational segregation will be proportionate and feasible within the timescales provided.
		Satisfactory	2	The proposed actions to enable the authority to deliver its commitment to addressing occupational segregation may not always be proportionate and/or may be overly ambitious in respect of the resources or timescales provided.
		Poor	1	The actions proposed may demonstrate a lack of understanding of the extent of the work (either in terms of time or resources) required to ameliorate occupational segregation within the organisation.
		None	0	No occupational segregation information has been provided