Equality Mainstreaming and Outcomes Progress Report 2021

Contents

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http://contactscotland-bsl.org/

Foreword

The mainstreaming of equality is essential to success.

It's essential to assisting those people who face barriers in our society, to live fulfilling lives.

It's essential to ensuring services are provided in ways that all people find as easy as possible to access and use.

It's essential to harnessing the skills, abilities and talents of everyone in society.

It must be core to the way we do things, not an add-on.

SEPA recognises this essential need. As with most organisations, we have made some good progress and we now have a lot more to do to meet our high aspirations.

During 2020-2021, similar to all organisations, we had to confront the challenges of the global pandemic. For the last three months of the year, we had the added challenge of dealing with a major cyber-attack.

Dealing with both of these challenges has really highlighted the need to understand different needs and perspectives and support each other. It has been clear to me that there has been a much more natural focus on equality issues since the start of the pandemic. This is because staff at SEPA have been thinking harder about the needs of different individuals and groups of people as we have all adjusted to working and living in highly unusual circumstances.

Let me highlight just a few examples.

In the way we regulate, we have signed and implemented voluntary Sustainable Growth Agreements which deliver social outcomes. We have started making it much easier for people to buy licences on-line which assists many people.

In our flooding work, we have made it easier for people to access and understand our flood maps so that they can understand whether they are at risk of flooding.

In terms of supporting our own staff, from the outset of the pandemic, we understood that it would impact on people differently, both in terms of vulnerability to the virus and the impact of lockdown and restrictions. We tried hard to design our approaches for responding to the pandemic according to people's particular needs, not a one size fits all approach. In our response to the cyber-attack, our Recovery Protocol created a focus on equality as we build our services back, so that equality issues would be considered upfront in the design of all services. We supported staff through regular communications and, for example, we made decisions on laptop and equipment prioritisation based on people's needs rather than just business priorities.

Being excellent at mainstreaming equality is a high priority for us and we want to go beyond compliance to achieve this. I welcome any feedback on this report, especially if you have suggestions about things we could do better or new things we should pick up.

Terry A'Hearn, Chief Executive

Ro-ràdh

Tha àbhaisteachadh co-ionannachd deatamach airson soirbheas.

Tha e deatamach gun cuidich sinn daoine san t-sòisealtas againn ro bheil cnapan-starra, gus beatha shunndach a bhith aca.

Tha e ro-chudromach gus dèanamh cinnteach gu bheil seirbheisean air an toirt seachad ann an dòighean a tha cho furasta 's a ghabhas ri inntrigeadh agus ri cleachdadh.

Tha e ro-chudromach gus deagh fheum a dhèanamh de na sgilean, comasan agus tàlantan aig a h-uile duine san t-sòisealtas.

Feumaidh e a bhith aig cridhe na dòigh-obrach againn, seach air an iomall.

Tha SEPA ag aithneachadh gu bheil seo riatanach. Mar a tha air tachairt leis a' mhòr-chuid de buidhnean, tha sinn air deagh adhartas a dhèanamh agus tha tòrr a bharrachd againn ri dhèanamh a-nis gus na h-amasan àrda againn a choileanadh.

Rè 2020-2021, mar a thachair leis a h-uile buidheann eile, bha againn ri aghaidh a chur ri dùblain a' ghalar lèir-sgaoilte chruinneil. Airson nan trì mìosan mu dheireadh den bhliadhna, bha dùbhlan eile romhainn: a bhith a' dèiligeadh ri ionnsaigh saidhbear a bha fìor mhòr.

Tha a bhith a' dèiligeadh ris an dà dhùbhlan sin air a dhèanamh follaiseach gum feumar feumalachdan agus seallaidhean eadar-dhealaichte a thuigsinn agus gum feumar taic a chumail ri càch a chèile. Tha e soilleir dhomh gu bheil fòcas tòrr nas nàdarraiche air a bhith air cùisean co-ionannachd bho thòisich an galar lèir-sgaoilte. Tha seo air sgàth 's gu bheil luchd-obrach aig SEPA air a bhith a' smaoineachadh nas cruaidhe mu na feumalachdan aig diofar dhaoine agus buidhnean dhaoine agus sinn uile air atharrachadh gu bhith a' tighinn beò agus ag obair ann an suidheachaidhean a tha gu math neo-àbhaisteach.

Bheir mi dhuibh dìreach beagan eisimpleirean.

Anns an dòigh-riaghlaidh againn, tha sinn air Aontaidhean Fàs Seasmhach aontachadh agus a shoidhnigeadh a tha a' lìbhrigeadh bhuilean sòisealta. Tha sinn air a dhèanamh tòrr nas fhasa do dhaoine ceadan a cheannach air-loidhne agus tha seo na cuideachadh do mhòran dhaoine.

Anns an obair againn a thaobh tuiltean, tha sinn air na mapaichean tuile againn a dhèanamh nas fhasa a thuigsinn agus nas fhasa fhaighinn gus am tuig daoine a bheil iad fo chunnart bho thuiltean.

A thaobh a bhith a' cumail taic ris an luchd-obrach againn fhèin, bho thoiseach a' ghalair lèir-sgaoilte, bha sinn a' tuigsinn gun toireadh e buaidh eadar-dhealaichte air diofar dhaoine, an dà chuid a thaobh buailteachd/buaidh a' bhìorais agus buaidh a' ghlasaidh-sìos agus nan cuingealachaidhean. Dh'fheuch sinn gu cruaidh ri bhith a' dealbhadh nan dòighean-obrach againn gus dèiligeadh ris a' ghalair lèir-sgaoilte a rèir feumalachdan sònraichte dhaoine fa leth, an àite an aon dòigh-obrach a bhith againn airson na h-uile. Anns an fhreagairt againn dhan ionnsaigh saidhbear, chruthaich am Pròtacal Ath-bheothachaidh againn fòcas air co-ionannachd agus sinn ag ath-thogail nan seirbheisean againn, gus am bithear a' beachdachadh air cùisean co-ionannachd aig an fhìor thoiseach ann a bhith a' dealbhadh nan seirbheisean uile. Chùm sinn taic ri luchd-obrach tro chonaltradh cunbhalach agus, mar eisimpleir, rinn sinn co-dhùnaidhean mu cò aig am biodh prìomhachas a thaobh coimpiutairean laptop agus uidheamachd eile stèidhichte air feumalachdan dhaoine seach a bhith a' stèidheachadh seo dìreach air prìomhachasan a' ghnìomhachais.

Tha a bhith sàr-mhath ann an àbhaisteachadh co-ionannachd na àrd phrìomhachas dhuinn agus tha sinn airson a dhol nas fhaide na dìreach a bhith a' gèilleadh ris na riaghailtean gus seo a choileanadh. Chuirinn fàilte air beachd sam bith air an aithisg seo, gu sònraichte ma tha molaidhean agaibh a thaobh rudan a b' urrainn dhuinn a dhèanamh na b' fheàrr no rudan ùra a dh'fhaodamaid dèanamh.

Terry A'Hearn, Àrd-oifigeir

Introduction

Welcome to our Equality Mainstreaming and Outcome Report 2021. In this report you will read about the successes and challenges we have had in mainstreaming equality and in progressing the equality outcomes we set in 2017. This report has been structured to show how we are meeting the Scottish Specific Duties, listed below:

- Section 1 - Report on mainstreaming the equality duty
- Section 2 - Publish equality outcomes and report progress
- Section 3 - Gather and use employee information
- Section 4 - Publish information on board diversity and succession planning
- Section 5 - Publish gender pay gap information
- Section 6 - Publish statements on equal pay

We are reporting this at the end of a period of unprecedented challenge for our organisation. The onset of the COVID-19 pandemic at the beginning of 2020 meant that, like many organisations, we had to make significant changes to the way we work. This meant setting our staff up to work from home and changing the way we deliver our services.

We were further challenged at the end of 2020 by a cyber-attack on Christmas Eve. As a result, we were locked out of our systems and lost access to much of our data. This means our report is not as complete as we would have liked it to be. The loss of access to data, information and our systems means we could not gather as many examples and provide as much analysis of the data as we would like to. However, though we lost access to our systems and data we still have our people, purpose, powers and budget and we are passionate about making progress in mainstreaming equality in SEPA. In this report we will demonstrate the progress we have made, and our commitment to meeting the requirements of the Public Sector Equality Duty.

Our statutory purpose is to protect and improve Scotland's environment in ways that, as far as possible, also help create health and wellbeing benefits and sustainable economic growth.
We recognise the value of equality and diversity in that role. It is not an add-on but is embedded our approach as an employer and as we deliver our strategy - One Planet Prosperity. This report outlines our progress and shows examples of our work.
We are proud of the progress we have made so far but know we have a lot of work to do to truly mainstream equality in our organisation. Throughout the challenges of both the COVID-19

6

pandemic and the cyber-attack we have built equality into our response and recovery planning. As we "build back better", we have an opportunity to embed equality in the DNA of our organisation.

About us

Every day we work to protect and enhance Scotland's environment, helping communities and businesses thrive with the resources of our planet. We call this [One Planet Prosperity.](#)

We recognise that, as a society, we are over-using our planet's resources, and if everyone lived as we do in Scotland, we would need three planets to sustain ourselves. In the 21st century, only those businesses, societies and nations which have developed ways to prosper within the planet's regenerative capacity will thrive.

All the businesses that we regulate use water, energy and raw materials to produce the products and services they provide. In doing so, they also create waste and emissions that can harm the environment. As Scotland's environmental regulator, we are in a unique position to protect and enhance Scotland's environment, but also help communities and businesses thrive within the resources available.

We deliver two core services - regulation and flooding. One Planet Prosperity, our regulatory strategy, sets out how we ensure businesses are compliant with environmental regulations and help those who want to go beyond compliance to reap the economic and social benefits of environmental excellence.

As Scotland's authority for strategic flood risk management, we implement Scotland's Flood Risk Management Strategies with our partners. We develop new flood warning schemes and provide flood forecasts and flood warnings to help people protect themselves and their property.

Section 1 – Mainstreaming Equality

This section provides an update on our progress mainstreaming equality in our organisation. Our response and ongoing recovery from the COVID-19 pandemic, provides an excellent example of our approach.

COVID-19 response and recovery

Decision-making

From the outset, we recognised the varying COVID-19 risks to staff caused by a range of factors including age, ethnicity and health. We created an equality evidence and considerations pack related to COVID-19 which provided information and evidence on the groups most at risk. This accounted for risks arising from the virus itself, as well as from the impact of lockdown and remote working. We then applied this to the organisation using data on our own workforce demographics.

The pack was used as part of all equality impact assessments related to our response and recovery work. This helped to ensure we were taking the risks into account and embedding equality considerations, in all our key decisions. For example, our fieldwork risk assessments considered groups that were deemed more at risk, such as older workers and Black, Asian and minority ethnic (BAME) workers. This meant that we were able to make sure that groups who may be more at risk were protected properly.

Working remotely

Like many organisations, we had to quickly organise ourselves up to work remotely. We made it clear to our employees that their health and wellbeing, and that of their families, was of the utmost priority. We allowed staff to take time to make whatever arrangements they needed to set themselves up to live and work from home.

We used data about staff who needed supportive equipment and software in the office environment, to help ensure that they had the equipment they needed to support them to work safely at home. Where people had musculoskeletal or other physical disabilities, we made sure they had the correct equipment (specialised chair, mouse, keyboard etc.), and we engaged with our staff on assistive technologies to address any issues because of remote working.

8

Flexible Working

We also recognised that not everyone was able to work from home or that it may not be possible for staff to do their normal hours due to caring responsibilities, underlying health conditions and other reasons. We supported staff to work only when they could do so safely.

We have an existing flexible working approach in place, which we expanded during the pandemic. This provided reassurance to both those with medical concerns related to the virus, and those with caring responsibilities. By allowing staff to work as and when they could, with a no pay-detriment approach, we supported them to work around childcare, caring responsibilities, and other personal situations they faced whilst being home-based. Our data showed that it was primarily female staff who were not able to work their full-time hours whilst home based, mainly due to childcare and other caring responsibilities. The additional flexibility has particularly benefitted this group.

Health & wellbeing

Working from home presented additional health and safety considerations. We provided staff with guidance on how to set their workstations up and reimbursed them for purchases of equipment to improve their workstation. Where someone could not work from home because of workstation limitations, we asked them to do only what they could.

We recognised how isolating homeworking can be for some people, and we fast-tracked systems improvements, such as the launch of Microsoft Teams, to allow staff to work more collaboratively and stay in touch with their colleagues. We encouraged managers to arrange regular calls with team members. We increased the communication to staff from our Chief Executive and Agency Management Team, to provide reassurance. Many of the communications issued were via video with an accompanying transcript so we could reach as many of our people as possible. We had a dedicated Healthy SEPA coronavirus resilience intranet page to answer staff questions. We also promoted Validium, our Employee Assistance and Wellbeing provider.

Cyber-attack response

On Christmas Eve, we were subject to a serious and complex cyber-attack which significantly impacted our contact centre, internal systems, processes and communications. We lost access to much of our data and our systems. As we recover, we are pursuing a radical change plan so that we can get even better at getting all Scottish businesses to meet Scotland's environmental standards and help as many as possible to voluntarily move beyond those standards to contribute

9

to regenerating the planet. We want to make sure equality and human rights continues to be one of the criteria embedded in our decision-making process.

Governance Charter

Our work during the initial recovery phase was challenging. We needed lots of decisions to be made and implemented and we wanted them to be high-quality. We created a Recovery Protocol which included a Governance Charter that we asked all our Senior Leaders to follow. To make this as clear and easy as possible we developed a checklist with criteria which all decisions should meet. One of the specified criteria was to embed and proactively consider human rights and equality in our decisions. This is helping us to build back our services and products to be as effective and as useful to as many people as possible.

Supporting Staff

In the early stages following the cyber-attack, communication proved challenging as we were not able to use our usual tools. We held weekly Senior Leadership Team conference calls and all Manager sessions to equip managers with the information they need to support staff through the period. To get the correct information to as many people as possible, fortnightly conference calls were also held for all staff. In these, the Chief Executive and members of the Agency Management Team provided updates on our progress and gave staff the opportunity to ask questions. We also set up a staff internet page to keep our staff updated. This included a list of Frequently Asked Questions which we updated regularly.

We continued to promote the services of our Employee Assistance Provider through our Business Continuity Messaging Service, during manager and staff sessions and in the information available to all staff.

Microsoft 365 & laptop rollouts

One of our priorities following the cyber-attack was to ensure that we could communicate effectively. We rolled out a Microsoft 365 package to all staff and committed to provide all staff with a laptop by the end of July. Due to worldwide delays with the delivery of laptops, we prioritised the rollout. The prioritisation was based on several factors: as well as considering people working on organisational priorities, we also prioritised those who did not have access to any equipment at home, and lower grade members of staff who might not be able to afford their own equipment. We worked directly with staff who need assistive technologies to work out how to meet their needs.

Policies, procedures, guidance and support

We have a range of policies, procedures and guidance in place to promote equality and diversity in our workplace. We have an equality expert, to provide advice to staff, two Senior Human Resources Advisors who ensure equality in our recruitment, workforce policy and pay and a Solicitor who helps us understand the legal aspects of equality and diversity.

We use equality and demographic data to help inform and influence our organisational policies and approaches.

Pay Policy

We follow the Scottish Government's Pay Policy. This has prioritised protecting those on low pay through a progressive approach, delivered through the application of tiered pay increases.

Flexible Working Policy

We have several schemes which give staff flexibility to manage a good work-life balance whilst also meeting their work objectives. To promote our commitment to flexible working we advertise all our posts with the 'Happy to Talk Flexible Working' logo. Flexible options for staff include a flexi-time scheme, flexible working patterns including part-time or compressed hours, and flexible retirement. Twenty-five percent of male staff members and forty seven percent of female staff currently work to a flexible working pattern. Thirty-three percent of our Agency Management Team work to a flexible working pattern. Thirty-one percent of female staff work part-time and six percent of male staff.

Disability Confident

We are a level two Disability Confident employer and advertise this on our recruitment website to encourage applications from people with disabilities. To achieve this accreditation, we self-assess our approach in two areas: (i) getting the right people for our business and (ii) keeping and developing our people. We are currently working towards becoming a Disability Confident Leader and hope to achieve this over the next year.

Living Wage Employer

We are proud to be one of Scotland's Living Wage Employers and we actively promote the scheme when advertising posts.

11

Employee support

We offer a free, confidential Employee Assistance Programme to all our staff. This service provides counselling, signposting and information to help staff with personal or work-related problems that may be affecting their health, wellbeing or performance. It is accessed either online or through a 24-hour Freephone service. We have a range of Family Friendly policies and procedures to help staff plan and manage maternity, adoption and paternal leave.

Volunteering

Recognising the critical contribution volunteering makes in building a strong and cohesive society, we have increased our paid leave to carry out volunteering activities from one to two days a year. This allows employees to develop new skills, build important partnerships between charities and the public sector, and help break down barriers between different sections of society.

Sustainable Growth Agreements

One of the tools we have for helping businesses go beyond compliance is Sustainable Growth Agreements. These are voluntary, formal agreements SEPA makes with an organisation or group of organisations. They focus on practical action to deliver environmental outcomes and help achieve One Planet Prosperity. We encourage businesses to look for opportunities to promote social outcomes and to adopt the Scottish Business Pledge. Through these agreements, we can help organisations collaborate with experts, innovators and stakeholders on different approaches that could improve environmental performance while also helping create commercial and social success.

In July 2019, we signed a landmark Sustainable Growth Agreement called the [Leven Programme Partnership](#), which focuses on achieving environmental improvements while maximising social and economic opportunities. As partners in the Leven Programme, Fife Council, Sustrans, Nature Scot, Scottish Water, Scottish Enterprise, Fife College, Forth Rivers Trust, Diageo, Central Scotland Green Network Trust and Keep Scotland Beautiful all back the Sustainable Growth Agreement.

Historically the Leven catchment was the engine of mid-Fife and every kind of industry depended on the river. The river sustained several hundred mills and factories, was home to a proud population of miners and workers in the manufacturing industries, and once had a productive port. Sadly, many of these industries are no longer present in the area, leaving behind pockets of vacant and derelict land, and communities with high unemployment rates, poor health and

wellbeing, and other pressures associated with areas in the top percentiles of those most deprived in Scotland. Instead of being something that once brought communities together and provided their livelihood, the river has now become a barrier, disconnecting people and towns from each other.

Serious environmental challenges have also arisen along the river catchment, with multiple pressures and environmental impacts stemming from the historical use of the river, including barriers to fish migration, water quality issues and physical river modifications. The vision of our Sustainable Growth Agreement is that by 2030, the Leven catchment will be a living, breathing example of inclusive growth, achieving environmental excellence in ways that create social and economic opportunities.

In December 2019, the developers behind the new town of Shawfair, near Edinburgh, committed to a landmark Sustainable Growth Agreement that is the first of its kind in the planning and construction sector. The three-year agreement between Shawfair LLP, Midlothian Council and SEPA creates a partnership that will work together to deliver a world class exemplar development within one planet limits. The joint vision with our partners in this Sustainable Growth Agreement, is the creation of a well-designed place for people to live and prosper, connecting people to their environment in a positive way now and in the future. This resilient, sustainable place will protect and improve the natural environment, encourage active travel and help people to reduce their carbon footprints through excellence in design.

Section 2 – Equality Outcomes

Equality Outcome 1

SEPA's performance is enhanced by having a workforce whose diversity more closely reflects that of Scotland

This outcome is important to us because we know we need a skilled, motivated and diverse workforce to help Scotland live within the constraints of one planet. With diversity comes innovation, experience and knowledge. It is an ambitious outcome which spans all protected characteristics and we have focused on women and young people during 2019- 2021.

Our workforce

We have 1265 employees[1], 566 male (45%) and 699 (55%) female, working in locations across the whole of Scotland, from Shetland in the north to Newton Stewart in the south. 2.61% of our staff members have indicated that they are of Black, Asian, Mixed or Other Ethnicity.

Our data shows a continuing trend of female employees being over-represented at lower grades. However, we have seen an increase in the number of females in the organisation's Senior Leadership Team, which is our top two tiers of management. This group carries out a lot of the collective leadership of the organisation's work. In the top tier, the Agency Management Team, we have gone from 17% women in 2016 to 29% women in 2021. In the second tier, the Heads of Function, we have gone from 30% women in 2016 to 57% women in 2021. Overall, when these tiers are combined as the organisation's Senior Leadership Team, we have seen an increase from 28% women in 2016 to 52% women in 2021.

Our data also continues to highlight the low number of young people that we employ. On 31 October 2020 we had 15 staff members (1.19%) who were aged 16–24. This is a small decrease from the 2018 levels when we had 16 (1.24%). We have however recruited Modern Apprentices, four of whom have recently gone on to secure permanent posts within our Information Services Function, bringing valuable skills to that area.

One of our challenges around recruiting a more diverse workforce is our low turnover rate[2]. Between 1 November 2019 and 31 October 2020 our turnover rate was 4.19%. The national average (all sectors) is 15% per year.

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[1] at 30 October 2020.

[2] We measure our employee turnover rate as leavers as a percentage of headcount.

Career Ready

One way we have continued to promote SEPA an as an employer of choice to younger people is through our support of Career Ready. This is a national charity which links local authorities and schools with employers, to increase awareness of local job opportunities and try to increase the number of young people in work or on a positive pathway towards work. Career Ready works with young people from lower income backgrounds so that their success as working adults is not limited by their socio-economic background. Each year we have offered five paid mentorships.

Modern Apprenticeships

The Scottish Government is keen to ensure that the public sector as an employer offers a wide range of opportunities to support young people. As significant employers in all parts of Scotland, it is expected that public sector bodies will provide new employment and apprenticeship opportunities for young people. Offering young people opportunities to demonstrate their capability is very important, and an area which we continue to support. It has the added benefit of ensuring that we grow and retain our own talent which may be particularly useful in developing specialist skills or to recruit hard to fill roles.

During this period, our Management has been in discussion with our recognised trade union, UNISON, about how to facilitate Modern Apprenticeships within the organisation, particularly focussing on areas where we have a skills shortage. We have successfully recruited five modern apprentices to a variety of roles. Additionally, we have recruited our second group of Graduate Trainees and we will look at ways of continuing to enhance our skills by creating more Modern Apprenticeships in 2021.

Recruitment

We have continued to improve our recruitment and selection process. We ensure that our roles are promoted to the widest possible talent pool and that we encourage and welcome applications from people from all walks of life.

We use a variety of selection tools to ensure we recruit the best candidates and that they have a positive experience. We conduct online and psychometric testing in conjunction with CAPITA to identify shortlisted applicants for senior roles or for posts which receive high numbers of applicants. Testing includes verbal and numerical reasoning, management dilemmas, in-tray exercises and personality profiling. We routinely have a member of staff from a different part of the

15

organisation to the line manger on the interview panel. This helps to ensure we have a range of unique experience and expertise on the panel. We also ensure the panels are mixed in terms of gender split.

16

Equality Outcome 2

The people of Scotland, including minority communities, can readily access, understand and are enabled to act upon SEPA services.

Our external facing services have communication and engagement at their heart. When we provide the right information to the right people in the right way, they can take steps to comply with regulation, move beyond compliance or protect themselves and their property from floods. Here are some examples of how we have been achieving our second equality outcome.

Digital Licensing

One of the key areas of progress under this equality outcome has been in our digital licensing work. Business activities that may cause pollution or that pose a risk to the environment are regulated and owners must ensure that they have the appropriate permits and licences from us. We want to make this process as clear and simple to follow for all our users.

We therefore changed our approach to designing our systems, making sure we carried out more user research before we developed them, to understand what our users need. We designed "with" the intended audience rather than "for" them.

We tested our system designs with a wide range of people to make them as accessible as possible. This included people with physical and neurological disabilities. This has given us a much wider understanding of the different range of people's needs and how we can meet them.

We have taken this learning into all our system design. This has made a significant difference to our digital licence service. We now use plain English, short sentences, and no jargon. In our application forms we make sure we only have one question per page to make these clear and simple to read. We also make sure all our colour contrasts and content meet Web Content Accessibility Guidelines and that all our videos have subtitles.

Flood Map viewer

Another example of progress in this outcome is in the improvements we have made to our Flood Map viewer. We are Scotland's national flood forecasting, flood warning and strategic flood risk management authority. It is imperative that we make it as easy as possible for people to understand if they are at risk of flooding and to find the information to protect themselves, their homes, and their businesses.

We were legally required to update and publish risk assessment data for 2019. We took this opportunity to improve our Flood Map viewer to make it accessible to more people. Our user research showed that a lot of people found the information on the flood map viewer confusing and difficult to navigate. There were also accessibility issues such as not being able to use the Flood Map with a screen reader. We have addressed these issues by changing the way that we provide flood risk information by using an accessible text based format as default with the map as an optional step. We currently have a test system live to the public.

Eilean Siar Coastal Flood Warning Service

A further example from our flooding work is in the launch of our new Eilean Siar Coastal Flood Warning Service. Our warning schemes are developed using dedicated monitoring and flood forecasting systems to provide localised, short-range warnings with information relevant to local communities on projected flood impacts. Through the Floodline service, we spread awareness and understanding of immediate flood risk to give people, businesses and partners a window to act and reduce the impact of flooding when it occurs.

The coastal scheme in Eilean Siar spans 1,000 homes and businesses directly at risk from coastal flooding and will also benefit the residents of nearly 7,000 properties who could be affected by coastal flooding during their travel or other activity across the Western Isles, including Lewis and Harris, Berneray, North Uist, Benbecula, South Uist, Barra and Vatersay. It also provides notice of coastal flooding and disruption to roads and causeways across the Island communities.

We wanted to let as many people in the community as possible know about the new service and how to sign up for it. To reach as many people as possible, we mailed all the houses covered by the new service and carried out a radio, social media, and print media campaign. This area has one of the largest Gaelic speaking populations in Scotland, so we carried out our campaigns in both Gaelic and English. Everyone who signs up for the Floodline Service can also choose to receive warnings via text or voice message so we can cater for more people's requirements.

Future outcomes

We have had our two equality outcomes since 2017 and began reviewing them at the end of 2020. We created a Staff Ideas Group to bring together people from across the organisation to identify the areas we need to focus on in future. Our intention had been to set one-year equality outcomes

for 2021-2022. We would then set longer-term equality outcomes as part of our five-year corporate plan which will be published in 2022.

However, the cyber-attack in December made it difficult for us to engage effectively at the start of 2021. Because of this, we agreed with the Equality and Human Rights Commission that we will carry our existing outcomes forward for one more year and focus our efforts on developing longer-term outcomes that we will publish next year.

Section 3 - Employee information

Table 1: Gender Percentage

Gender split % at 31 October 2020

45% Male
55% Female
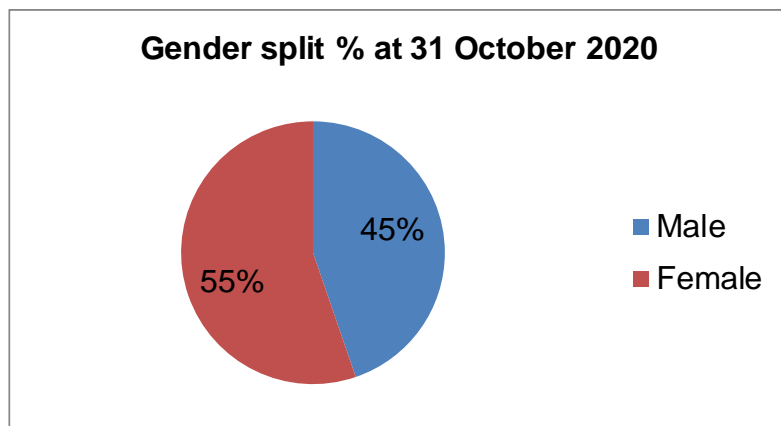
Please note that we do not hold any equal opportunity information relating to gender re-assignment and therefore this protected characteristic has been excluded.

Table 2: The table below provides a brief explanation of our current grade structure

Grade	Description
Y	Members of Agency Management Team: Chief Executive, Executive Directors and Chief Officers
A	Members of Senior Management Team
B	Managers of Managers or National Experts with Management responsibility
C	Core Manager roles or Technical Specialists
D	Manager/Supervisor roles or technical roles
E	Core Officer roles
F	Support officer roles
G	Administrative/Modern Apprentice roles
H	Office/Building support roles
T	Trainee and Graduate Scheme

Table 3: Gender by Grade

Gender by Grade 31 October 2020
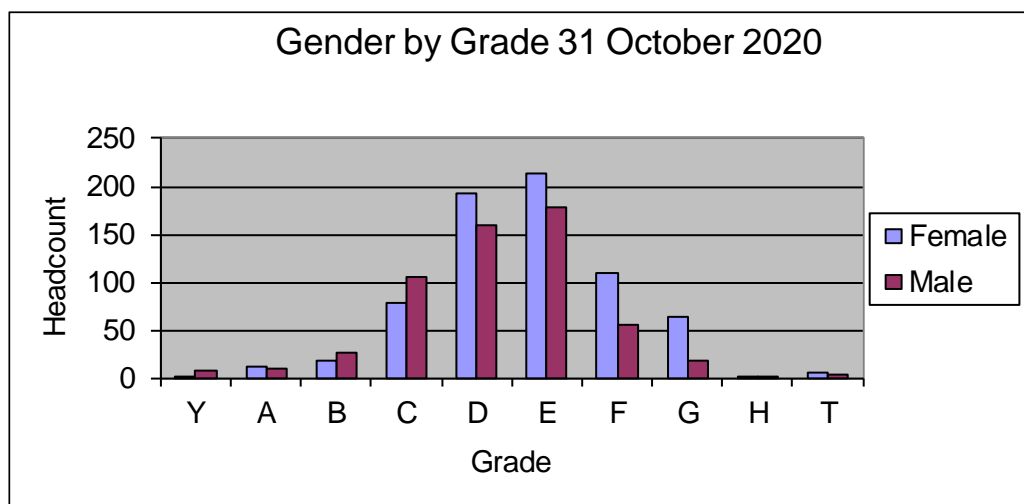
Table 4: Equality information response rate

Characteristic	Responses expected	Responses received	Information not received
Age	1265	1265 (100%)	0 (0%)
Gender	1265	1265 (100%)	0 (0%)
Disability	1265	1216 (96.13%)	49 (3.87%)
Marital Status	1265	1203 (95.10%)	62 (4.90%)
Sexual Orientation	1265	1067 (84.35%)	198 (15.65%)
Religion	1265	1030 (81.42%)	235 (18.58%)
Ethnicity	1265	1195 (94.47%)	70 (5.53%)

Table 5: Full time versus part time by gender split

Gender	Full-time	Part-time	% Full-time	% Part-time	Total
Male	532	34	93.99%	6.01%	566
Female	479	220	68.53%	31.47%	699

Table 6: Staff members age profile by gender

Age	Female	Male	Total
16-24	*	*	15
25-34	101	65	166
35-44	221	157	378
45-54	253	184	437
55-64	111	141	252
65 and over	*	13	17
Totals	699	566	1265

Please note that * denotes a return of less than 10

Table 7: Staff member's marital or civil partnership status

Marital Status	Total
Civil Partnership	*
Divorced	31
Information not provided	62
Married	675
Not married	478
Separated	11
Widowed/Widower	*
Totals	1265

Please note that * denotes a return of less than 10

Table 8: Disability data

Disability	Yes	No	Information not provided	Total
Total	35	1181	49	1265
Percentage	2.77%	93.36%	3.87%	100.00%

Table 9: Sexual Orientation

Gay, Lesbian, Bisexual or Other	Heterosexual	Prefer not to say	Total
36	1031	198	1265
2.85%	81.50%	15.65%	100.00%

Table 10: Religion and Belief

Roman Catholic	Church of Scotland	Other	None	Prefer not to say	Total
103	232	79	616	235	1265
8.14%	18.34%	6.25%	48.70%	18.58%	100.00%

Table 11: Ethnic Origin

Black/Asian/Mixed/ Other	White Scottish	White British	White Other	Information not provided	Total
33	682	367	113	70	1265
2.61%	53.91%	29.01%	8.93%	5.53%	100.00%

Table 12: Staff grade mix

Grade Mix	Female	Male
Y	*	*
A	12	*
B	18	27
C	79	105
D	193	160
E	214	179
F	109	56
G	64	17
H	*	*
T	*	*
Totals	699	566

Please note that * denotes a return of less than 10

Our data shows a continuing trend that female employees are over-represented at lower grades, however we have seen an increase in the number represented at management grades (Y to C) from November 2018 levels (238 of which 94 were female) to 259 of which 111 are female.

Recruitment

HR monitors all job applications in terms of disability and liaises with recruiting line managers to ensure that reasonable adjustments are applied during selection and after the onboarding

23

process. The following data represents all job applicants from 01 November 2019 to 31 October 2020.

Over this period, we had 104 recruitment campaigns (70 backfills and 34 new posts) receiving 1277 applications. As a result of COVID 19 the number of recruitment campaigns has reduced slightly, versus those of the 2018 levels of 115 campaigns receiving 2349 applications. This reduction has been due to office closures and a policy decision taken to recruit internally only primarily.

Our recruitment system does not hold any equal opportunity information relating to gender re-assignment and therefore this protected characteristic has been excluded.

Table 13: Job applicants per gender

Gender	Female	Male	Not Specified	Total
Total applicants for campaign	631	583	63	1277
Number of successful applicants	58	39	0	97[3]

Please note that * denotes a return of less than 10

Table 14: Job applicants by marital status

Marital Status	Civil Partnership	Married	Not Married	Not Specified
Total applicants for campaign	18	421	566	272
Number of successful applicants	0	35	40	22

Table 15: Job applicants by religious belief

Religious Belief	Roman Catholic	Church of Scotland	Other	None	Information not provided
Total applicants for campaign	125	134	98	715	205
Number of successful applicants	*	17	*	59	13

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[3] 7 of the 104 posts were not filled

Table 16: Job applicants by ethnic origin

Ethnic Origin	Black/Asian/ Mixed/Other	White Scottish	White British	White Other	Information not provided
Total applicants for campaign	61	745	214	118	139
Number of successful applicants	*	62	21	*	*

Please note that * denotes a return of less than 10

Table 17: Job applicants by disability

Disability	Disabled	Not Disabled	Not Specified
Total applicants for campaign	47	1167	63
Number of successful applicants	*	94	*

Please note that * denotes a return of less than 10

Table 18: Job applicants by sexual orientation

Sexual Orientation	Bisexual	Heterosexual	Homosexual	Not Specified
Total applicants for campaign	25	1054	35	163
Number of successful applicants	*	84	*	*

Please note that * denotes a return of less than 10

Table 19: Age range of job applicants

Age Range	16-24	25-34	35-44	45-54	55-64	64 +	Not specified
Total applicants for campaign	150	409	350	221	81	*	63
Number of successful applicants	12	25	34	23	*	*	0

Please note that * denotes a return of less than 10

25

Staff Promotions

From 01 November 2019 to 31 October 2020 there were 109 internal promotions (43 male and 66 female). Of those, 30 were temporary and 79 were permanent.

Table 20: Staff Promotions by grade and gender

Grade	Female	Male
Y	0	*
A	*	*
B	*	*
C	17	*
D	19	10
E	15	11
F	*	*
G	*	0
Total	66	43

Please note that * denotes a return of less than 10

The following tables represent promotions by protected characteristic.

Table 21: Disability

Disability	Not Disabled	Disabled	Information not provided
Total	105	*	*

Please note that * denotes a return of less than 10

Table 22: Ethnic origin

Ethnic Origin	Black/Asian/ Mixed/Other	White Scottish	White British	White Other	Information not provided
Total	*	73	19	14	*

Please note that * denotes a return of less than 10

26

Table 23: Sexual orientation

Sexual orientation	Gay, Lesbian, Bisexual or Other	Heterosexual	Information not provided
Total	*	95	12

Please note that * denotes a return of less than 10

Table 24: Religion and belief

Religion and Belief	Roman Catholic	Church of Scotland	Other	None	Information not provided
Total	*	24	*	62	*

Please note that * denotes a return of less than 10

Table 25: Age

Age	16-24	25-34	35-44	45-54	55-64	65 and over
Total	*	27	38	31	*	*

Please note that * denotes a return of less than 10

Leavers

The following tables reflect leavers from 01 November 2019 – 31 October 2020 (including end of fixed term contracts, retirements, voluntary severance, dismissal and ill health retirements). This information is presented by gender, disability, sexual orientation, religious belief, age and ethnic minority. We do not hold any equal opportunity information relating to gender re-assignment and therefore this has been excluded.

Table 26: Leavers by gender

Gender	Female	Male	Total
Total	26	27	53
Percentage	49.06%	50.94%	100.00%

Table 27: Grade mix

Grade Mix	Female	Male	Total
Y	0	0	0
A	0	0	0
B	0	0	0
C	*	*	*
D	*	*	14
E	*	*	12
F	*	*	12
G	*	*	*
H	0	0	0
T	0	0	0
Totals	26	27	53

Please note that * denotes a return of less than 10

Table 28: Disability

Disability	Disabled	Not disabled	Information not provided	Total
Total	1.89%	90.57%	7.55%	100%

Table 29: Sexual Orientation

Sexual orientation	Gay, Lesbian, Bisexual or Other	Heterosexual	Prefer not to say	Total
Total	7.55%	69.81%	22.64%	100%

Table 30: Religious belief

Religious Belief	Church Scotland/ England/ Wales	Roman Catholic	None	Other	Prefer not to say	Total
Total	16.98%	11.32%	45.28%	7.55%	18.87%	100%

Table 31: Age range

Age range	16-24	25-34	35-44	45-54	55-64	65 and over	Total
Total	7.5%	18.9%	18.9%	13.2%	28.3%	13.2%	100%

Section 4 – Board diversity and succession planning

Our Board is responsible for the overall direction and performance of the organisation. Appointments to the Board are made by Scottish Ministers and are regulated by the Commissioner for Public Appointments in Scotland. Appointments are normally for a four-year term with the possibility of a further term subject to evidence of effective performance and satisfying the skills, knowledge and personal qualities required on the Board at the time of re-appointment.

We want a diverse Board to bring a range of ideas for driving forward our strategy and to stimulate healthy debate, leading to better decisions. A diverse Board helps us to better understand our customers and be more sensitive to a wider variety of groups. Since April 2015 the gender balance of non-executive members of our Board has remained 60% male and 40% female. This is despite a turnover of both male and female members leaving and joining the Board over the last six years.

In 2019 we split the joint role of Audit and Deputy Chair into two roles and appointed a new Audit Committee Chair who is male and a new Deputy Chair who is female.

	Total Membership		Chair	Deputy Chair	Audit chair	CEO SEPA (executive member)	Non exec membership		Non exec membership %	
	M	F					M	F	M	F
April 2015	7	4	M	M		M	6	4	60%	40%
April 2016	7	4	M	M		M	6	4	60%	40%
April 2017	7	4	M	F		M	6	4	60%	40%
April 2018	7	4	M	F		M	6	4	60%	40%
April 2019	7	4	M	F		M	6	4	60%	40%
April 2020	7	4	M	F		M	6	4	60%	40%
April 2021	7	4	M	F	M	M	6	4	60%	40%

In 2019 we re-appointed our Chair and appointed four new Board members to start on 1 January 2020. This presented the opportunity to take a different approach to the recruitment process. Working with the Public Appointments Unit in the Scottish Government we took the following steps

30

to widen the audience, better promote the role of board members and improve the wider diversity of the candidates:

- revised the role description and personal specification
- produced a video by the Chair, Audit Chair, a mix of Board members, the Clerk to the Board and various individuals within the organisation who work closely with the Board speaking on the role
- used the Board Succession and Diversity Board Buddy Group to look at the language used around the recruitment, and worked with Changing the Chemistry on an event for perspective applicants
- worked with a variety of equality groups to promote vacancies
- used social media and equality organisations to advertise the vacancies, with links to the video and contacts
- created a Board recruitment information web page with the embedded video content, Frequently Asked Questions and a link to the information pack for applicants.

These activities will continue and, with the next round of recruitment due in 2021, we will focus on developing our approach to the attraction and selection of future board members.

Specifically, we will:

- review the information available on the SEPA Board website to ensure there is a greater awareness of the role of the Board and individual Board members
- work with Scottish Government Sponsor Unit and the Public Appointments Unit on developing future recruitment and selection campaigns to help increase the diversity of candidates
- review the skills and experience that are used as the basis for the development, recruitment and selection of Board members
- develop relationships with equality groups to promote greater understanding of the Board and its role and increase the diversity of candidates.

As we develop our approach on the recruitment and selection of Board members, we will ensure that learning is connected into recruitment and selection for staff through the Board Succession and Diversity Board Buddy Group. This group was created to promote greater diversity when new members are recruited.

Section 5 – Pay gaps and equal pay

Gender Pay Gap

The gender pay gap is a measure of the difference between male and female mean earnings a cross an organisation and is expressed as a percentage of male earnings. We report both the "mean" and the "median" pay gap. The gender pay gap calculation is based on the basic hourly pay of the post staff occupy as at the calculation date (31 October 2020) and does not reflect additional pay elements such as allowances or overtime.

The 'mean' gender pay gap is calculated by taking the taking the average hourly salary by gender at each step within a pay grade. The totals for each step are then used to calculate an overall grade total and average hourly salary for each gender, based on full time salary. The 'median' gender pay gap is calculated by finding the mid-point hourly rate for all employees of each gender.

The mean is useful measure as it includes the highest and lowest rates of pay so it more accurately reflects the gender difference across grades and pay points. Historically the mean has tended to be the reported figure and this is the preferred measure used by the Equality and Human Rights Commission. The main measure used by the Office of National Statistics (ONS) to report the UK pay gap is however the "median". As the median calculation is not skewed by small groups of particularly high or low pay, it can provide a more accurate representation of the typical difference.

The following tables show the mean and median gender pay gap for all employees as at 31 October 2020.

Table 32: mean hourly basic pay for all staff at 31 October 2020

BAND		ALL FEMALE				ALL MALE			
As at 31 October 2020	TOTAL STAFF	NO. STAFF	% ALL STAFF	CURRENT £ MEAN BASIC SALARY	CURRENT £ MEDIAN BASIC HOURLY	NO. STAFF	% ALL STAFF	CURRENT £ MEAN BASIC SALARY	CURRENT £ MEDIAN BASIC HOURLY
Y – AMT	*	*	0.29%	£48.71	£48.71	*	0.55%	£54.51	£50.16
A	21	12	0.95%	£39.14	£35.07	*	0.71%	£39.70	£36.35
B	45	18	1.42%	£31.96	£28.67	27	2.13%	£32.30	£31.13
C	184	79	6.25%	£27.16	£27.02	105	8.30%	£27.71	£27.02
D	353	193	15.26%	£22.19	£21.52	160	12.65%	£22.16	£21.52
E	393	214	16.92%	£17.77	£18.34	179	14.15%	£17.81	£18.34
T	10	*	0.47%	£15.26	£15.26	*	0.32%	£15.26	£15.26
F	165	109	8.62%	£14.60	£14.04	56	4.43%	£14.41	£14.04
G	81	64	5.06%	£11.80	£11.51	17	1.34%	£11.98	£11.51
H	*	*	0.16%	£10.18	£10.30	*	0.16%	£10.42	£10.42
TOTAL (ex AMT)	1256	697	55.10%	£19.16	£18.34	559	44.19%	£20.81	£19.69
Total (Inc AMT)	1265	699	55.26%	£19.24	£18.34	566	44.74%	£21.20	£19.69

BAND		MEAN PAY GAP		MEDIAN PAY GAP	
As at 31 October 2020	TOTAL STAFF	CURRENT MEAN GENDER PAY GAP £ Hourly MvF	CURRENT MEAN PAY GAY AS % OF MALE £ MEAN BASIC HOURLY	CURRENT MEDIAN GENDER PAY GAP £ HOURLY MvF	CURRENT PAY GAP AS % OF MALE £ MEDIAN BASIC HOURLY
Y – AMT	*	£5.80	10.64%	£1.45	2.89%
A	21	£0.56	1.41%	£1.28	3.52%
B	45	£0.34	1.05%	£2.46	7.90%
C	184	£0.55	1.98%	£0.00	0.00%
D	353	-£0.03	-0.14%	£0.00	0.00%
E	393	£0.04	0.22%	£0.00	0.00%
T	10	£0.00	0.00%	£0.00	0.00%
F	165	-£0.19	-1.32%	£0.00	0.00%
G	81	£0.18	1.50%	£0.00	0.00%
H	*	£0.24	2.30%	£0.12	1.15%
TOTAL (ex AMT)	1256	£1.65	7.93%	£1.35	6.86%
Total (Inc AMT)	1265	£1.96	9.25%	£1.35	6.86%

Whilst the overall organisational gender split is fairly neutral at 55% female and 45% male, as the summary table shows, the gender breakdown is more pronounced between the upper and lower sections of the grading structure. Within the AMT and the top three bands of A to C, the grading structure is predominantly male occupied, with nearly 26% of all male staff, compared to just over 15% female. For bands D to T, the gender split is a more even with 59% of all female staff and 60% all males. In the lower pay bands of F, G and H we have 25% of all our female staff compared to 13% of all male staff.

The key findings as at 31 October are:

- We have an overall organisational mean gender pay gap of 9.25%
- Our pay gap, excluding our Agency Management Team (AMT) is 7.93%, so the higher pay of the AMT group does skew the mean gender pay gap.
- Our average gender pay gap is less than the UK and Scottish average figures, which for 2019 are 17% and 13% respectively.
- We have no pay gap which would be rated as "cautionary" for any pay grades, e.g. a gap of more than 3%.

Median gender pay gap

- Our overall median pay gap is 6.86%, this has not changed since our last mainstreaming report, which was based on data as at 30 November 2018.
- This is noticeably lower than both the UK and Scottish median figures which for 2019 are 17.3% and 14.3% respectively.

The figures in the table above differ slightly from the mean and median shown for SEPA in the comparison table below. The figures below are based on SEPA's gender pay gap as at 31 March, financial year end. However, to ensure up to date reporting for this Mainstreaming Report, the table above is based on staff data as at 31 October 2020. On 1 April 2020, in line with the Scottish Government Public Sector Pay Policy (SG PSPP), we implemented the pay award and any pay progression due and these will be reflected in the updated pay gap data.

The table below, based on data from the ONS and Close The Gap, shows the national mean and median gender pay gaps for the last five years and how SEPA compares to these. The SEPA figures are based on financial year end data, as at 31 March.

Table 33: national mean and median gender pay gaps for last five years

Year	UK		Scotland		SEPA	
As at 31 March	Mean	Median	Mean	Median	Mean	Median
2020	*	*	*	*	9.25%	6.86%
2019	17.30%	17.30%	13.30%	14.30%	10.34%	6.90%
2018	17.10%	17.90%	13.90%	16.10%	9.68%	4.64%
2017	17.20%	18.40%	15.20%	15.00%	9.86%	6.95%
2016	17.50%	18.20%	14.90%	15.60%	13.57%	9.02%

In 2008, prior to the implementation of a new pay and grading structure, SEPA conducted an equal pay audit, which showed a gender pay gap of 17.7%. The aim of the pay and grading structure that was implemented was to bring transparency, consistency and equity to our pay structure, with a fixed number of grades and pay points and all staff treated equitably within this. The implementation of the pay and grading structure in 2008 had a noticeable positive effect on the gender pay gap and since then the overall trend has been one of improvement. A range of factors influence the gender pay gap and whilst this has increased in some years, the overall trajectory is that it is narrowing. This resulted in a noticeable decrease in our gender pay gap and annually, as the table above shows, we have continued to see a steady reduction in our gender pay gap, with SEPA being noticeably below both the UK and Scottish mean and median gender pay gaps.

Although organisationally, we have a higher proportion of female staff compared to male (55% to 45% respectively) our pay gap is due to having greater proportion of female staff in the lower pay grades and a higher proportion of male staff on higher pay steps and grades. As SEPA is required to comply with the SG PSPP and applies this equally to both male and female staff within each pay grade, it is therefore difficult from a purely pay perspective to take additional steps and continue to reduce the gender pay gap. Whilst the staffing demographic continues to have a higher number of male staff at higher pay grades, and in higher pay steps within those grades due to increased length of time in post, and more females within the lower pay grades, it will be challenging to reduce the gender pay gap.

Race and Disability Pay Gap

As well as the gender pay gap, in line with the Scottish Public Sector Equality Duties, we also analyse and publish the pay gap information for the protected characteristic groupings of race and disability.

BAND	TOTAL STAFF	Black/Asian				White Scottish			
CURRENT 31/10/20	IN BAND	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Y – AMT	*					*	0.47%	£50.00	£49.19
A	21					11	0.87%	£39.34	£38.64
B	45					23	1.82%	£31.73	£31.21
C	184	*	0.24%	£28.39	£28.39	76	6.01%	£27.00	£26.76
D	353	*	0.55%	£22.38	£22.84	188	14.86%	£22.01	£22.84
E	393	*	0.47%	£18.32	£18.89	191	15.10%	£18.42	£18.89
T	10					*	0.55%	£15.26	£15.26
F	165	*	0.24%	£14.56	£14.90	118	9.33%	£14.54	£14.90
G	81	*	0.32%	£11.38	£11.11	58	4.58%	£11.85	£12.21
H	*					*	0.32%	£10.30	£10.42
TOTAL	1265	23	1.82%	£18.85	£18.89	682	53.91%	£19.84	£18.89

BAND	TOTAL STAFF	White British				White Other			
CURRENT 31/10/20	IN BAND	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Y – AMT	*	*	0.08%	£48.23	£48.23	*	0.08%	£59.62	£59.62
A	21	*	0.47%	£40.39	£41.49	*	0.16%	£37.29	£37.29
B	45	13	1.03%	£32.46	£33.52	*	0.47%	£33.52	£33.52
C	184	80	6.32%	£27.75	£28.39	14	1.11%	£28.16	£28.39
D	353	110	8.70%	£22.34	£22.84	17	1.34%	£22.41	£22.84
E	393	119	9.41%	£18.36	£18.89	25	1.98%	£18.41	£18.89
T	10	*	0.08%	£15.26	£15.26				
F	165	23	1.82%	£14.60	£14.90	*	0.32%	£14.47	£14.55
G	81	14	1.11%	£11.95	£12.21	*	0.08%	£11.37	£11.37
H	*								
TOTAL	1265	367	29.01%	£21.86	£21.78	70	5.53%	£23.43	£22.84

BAND	TOTAL STAFF	Other					Prefer Not to Say			
CURRENT 31/03/20	IN BAND	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY		NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Y – AMT	*						*	0.08%	£59.62	£59.62
A	21						*	0.16%	£37.29	£37.29
B	45						*	0.47%	£33.52	£33.52
C	184	*	0.08%	£25.82	£25.82		14	1.11%	£28.16	£28.39
D	353	*	0.24%	£21.98	£22.84		17	1.34%	£22.41	£22.84
E	393	*	0.24%	£18.89	£18.89		25	1.98%	£18.41	£18.89
T	10									
F	165	*	0.16%	£14.22	£14.22		*	0.32%	£14.47	£14.55
G	81	*	0.08%	£11.37	£11.37		*	0.08%	£11.37	£11.37
H	*									
TOTAL	1265	10	0.79%	£18.83	£18.89		70	5.53%	£23.43	£22.84

The pay data by race group shows that those who "Prefer Not To Say" are in receipt of both the highest mean and median hourly pay. The grouping of Other has both the lowest mean and median hourly pay. The mean for Prefer Not To Say group is £23.43 which is £4.60 (19.6%) higher than the mean pay rate the Other group. The highest median of £22.84 is £3.95 (17.3%) higher than the lowest rate of £18.89. The Black/Asian grouping also has a similar pay differential, with a £4.58 (19.5%) mean difference compared to Prefer Not To Say and the same median gap of £3.95 (17.3%).

The numbers of staff at higher pay grades within the race groupings is the main reason behind the pay differentials between the groupings. The group of Other has only 12 staff in it, with 75% of these being paid at band E or below and only 10% at band C or above. The Black/Asian group has 23 staff in it, with 56% of these at Band E or below and 13% at band C or above. This is in comparison to the Prefer Not To Say group, where a third of staff in that group are paid at band C or above and in the White British grouping nearly 27% of staff are in pay band C or higher. Whilst on the face of it this may be perceived as a concerning gap, in reality it is due to the demographic spread and pay band split within the race groupings; there is no indication of any deliberate or inherent pay gap or inequality for any race grouping. It is however recognised that it would be positive to see more diversity across the organisation and one of our existing Equality outcomes details that *SEPA's performance is enhanced by having a workforce whose diversity more closely reflects that of Scotland.*

Disability

Overall, 95.5% of staff provided information, with nearly 93% advising that they have no disability.

There is a mean pay gap of £1.64 (7.6%) between the lowest hourly rate, which is for staff who have advised they have no disability and the highest, which covers staff who do have a disability. This is an increase of 1.05% from our last Mainstreaming report. The median pay gap is lower at £1.15 (6%), with the group who have declared a disability having the highest median hourly rate of £19.49, compared to £18.34 for both those who have no disability and those who prefer not to say. This median gap remains consistent with our previous Mainstreaming report.

The small proportions of staff who have declared a disability makes it difficult to conduct any meaningful analysis around any pay gaps in regard of disability. It is not considered that there is any inherent equality issue in this regard and in fact, within the group who have declared a disability, 10% more staff are in pay band C or higher, compared to the other groupings. It is this which contributes to the those who have declared a disability having the highest mean and median.

BAND	TOTAL STAFF	Disability Declared				No Disability Declared			
CURRENT 31/10/20	IN BAND	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY	NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Y – AMT	*	*	0.08%	£46.38	£46.38	*	0.55%	£53.29	£49.19
A	21	*	0.08%	£38.64	£38.64	19	1.50%	£39.55	£39.57
B	45	*	0.08%	£33.52	£33.52	43	3.40%	£32.10	£32.73
C	184	*	0.55%	£28.39	£28.39	169	13.36%	£27.41	£28.39
D	353	*	0.63%	£22.38	£22.84	333	26.32%	£22.16	£22.84
E	393	11	0.87%	£18.38	£18.89	359	28.38%	£18.34	£18.89
T	10					10	0.79%	£15.26	£15.26
F	165	*	0.32%	£14.64	£14.90	160	12.65%	£14.53	£14.90
G	81	*	0.16%	£12.21	£12.21	77	6.09%	£11.86	£12.21
H	*					*	0.32%	£10.30	£10.42
TOTAL	1265	35	2.67%	£21.66	£19.49	1181	92.86%	£20.02	£18.34

38

BAND CURRENT 31/10/20	TOTAL STAFF IN BAND	Prefer Not to Say			
		NO. STAFF	% STAFF	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Y – AMT	*	*	0.08%	£59.62	£59.62
A	21	*	0.08%	£36.85	£36.85
B	45	*	0.08%	£33.52	£33.52
C	184	*	0.63%	£27.99	£28.39
D	353	12	0.95%	£22.40	£22.84
E	393	23	1.82%	£18.65	£18.89
T	10				
F	165	*	0.08%	£14.21	£14.21
G	81	*	0.16%	£11.19	£11.11
H	*				
TOTAL	1265	49	4.47%	£21.44	£18.34

Section 6 – Our Equal Pay Policy

Our [Equal Pay Policy](#) is published on our website.

40