

Scottish Courts and Tribunals Service
Gender Pay Gap Report 31 March 2023
Publishing date: 30 March 2024

1. Introduction

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

The GPG data supplied is correct for all our employees in post on 31 March 2023 (the snapshot date for the purpose of GPG reporting). The calculations are based on standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

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

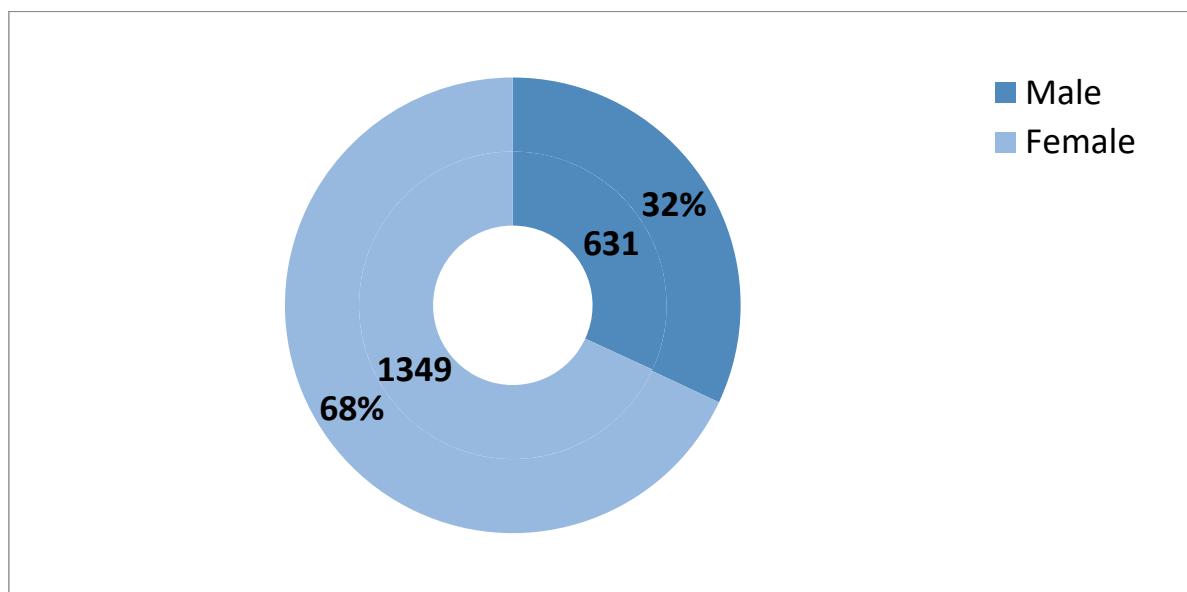
- the difference in the mean hourly rate of pay between female and male full pay relevant employees;
- the difference in the median hourly rate of pay between female and male full pay relevant employees;
- the proportions of female and male full pay relevant employees in each of the four quartile pay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

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

2. SCTS Workforce

The number of SCTS employees in post on 31 March 2023 was 1980, 68% were female and 32% were male (see Figure A).

Figure A - Total full time relevant employees 1980



Of the 1980 employees in post, 55 individuals were excluded from the calculations in line with official guidance as these employees would not reflect a true hourly rate as part of the gender pay gap analysis. The exclusions were:

- 13 SCTS Board and Committee members who were paid on a fee basis
- 42 individuals who were excluded due to sickness, maternity and/or due to part month calculations for New Starts and Leavers

Therefore, there are 1925 eligible employees included in the following analysis. Of the 1925 eligible employees, 68% are female and 32% are male.

3. SCTS Gender Pay Results - Mean and Median Pay

Mean is defined as the sum of all values divided by the number of relevant values. The mean pay gap is the difference between average hourly rate of pay of female and male employees. The average hourly rate for a female was £15.74. For a male, the rate was £16.32. SCTS has a mean gender pay gap of 3.5% (Figure B).

Median is defined as the middle value in the list of amounts when in ascending order. The median pay gap is the difference between the midpoints in the range of hourly rate of pay of female and male employees. The median information for both female and male employees was £13.43, resulting in a 0% difference. SCTS has a median gender pay gap of 0% (Figure B).

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

Figure B — Mean & Median Hourly Pay Gap

| Gender | Mean Hourly Pay | Median Hourly Pay |
|---|------------------------|--------------------------|
| Female | 15.74 | 13.43 |
| Male | 16.32 | 13.43 |
| Percentage difference between Female and Male | 3.5% | 0.0% |

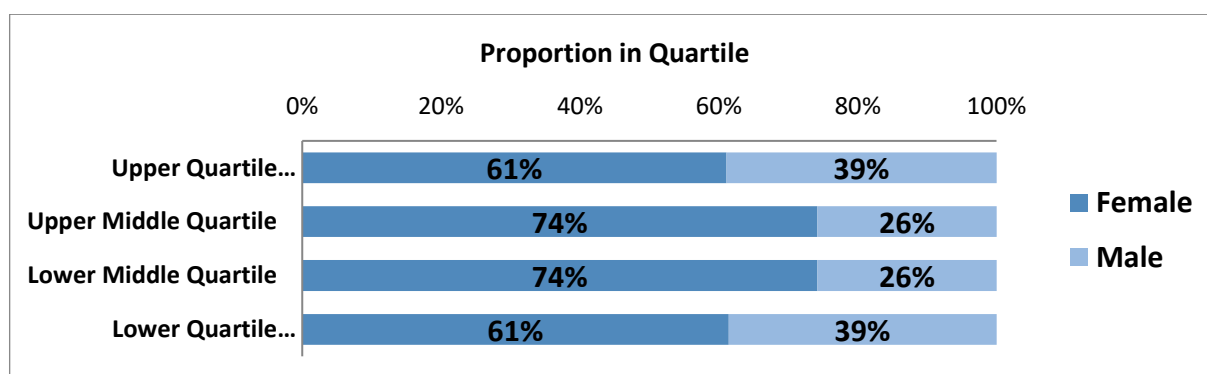
4. SCTS Pay Quartiles

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

Figure C - Number of Females and Males in Pay Quartiles

| Gender Split | Lower Quartile (lowest paid) | Lower Middle Quartile | Upper Middle Quartile | Upper Quartile (highest paid) | TOTAL |
|---------------------|--|------------------------------|------------------------------|---|--------------|
| Female | 296 | 357 | 357 | 294 | 1304 |
| Male | 186 | 124 | 124 | 187 | 621 |
| Total | 482 | 481 | 481 | 481 | 1925 |

Figure D - Percentage of Females and Males in Pay Quartiles



5. Comparison of Gender Pay Gap Results in 2022 and 2023

SCTS headcount increased during 2022-23 by 33. There has been no percentage point change to the proportion of female to male employees, with males remaining

the same as the previous year at 32% and females at 68%. The median gender pay gap remains at 0%. The mean gender pay gap has changed from 3.7% to 3.5% (Figure E) indicating that there has been a slight decrease in the gap.

Figure E — Comparative figures between 2022 and 2023

| | Percentage as at March 2022 | Percentage as at March 2023 | Percentage Point Difference (pp) |
|------------------------------|------------------------------------|------------------------------------|---|
| Mean | 3.7% | 3.5% | -0.2 pp |
| Median | 0% | 0% | 0 pp |
| Upper Quartile | Female: 61% Male: 39% | Female: 61% Male: 39% | 0 pp 0 pp |
| Upper Middle Quartile | Female: 75% Male: 25% | Female: 74% Male: 26% | -1 pp +1 pp |
| Lower Middle Quartile | Female: 73% Male: 27% | Female: 74% Male: 26% | +1 pp -1 pp |
| Lower Quartile | Female: 62% Male: 38% | Female: 61% Male: 39% | -1pp +1 pp |

6. Understanding the SCTS Gender Pay Gap

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

We are pleased to be able to report there is no median gender pay gap and a very low percentage mean gender pay gap of 3.5% which is comparable to the national figure for full time employees.

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

In 2023, we introduced an in-house centralised recruitment and resourcing service. The centralised recruitment and resourcing team work closely with recruiting

managers regarding the content of job descriptions and person specifications, ensuring that inclusive language is used and that our vacancies are accessible and advertised across various platforms including job boards and social media to ensure as wide a reach as possible. We are also working in partnership with local communities, specialist organisations and academic institutions and attending recruitment fairs and conferences to develop SCTS as a socially inclusive employer. Recruiting managers must attend recruitment and selection training that includes equality, diversity and inclusion (EDI) and bias. Internal compliance checks of recruitment campaigns are undertaken to ensure assessment of candidates has been fair and on the basis of merit. The checks also assess the effectiveness of advertising and the overall quality of applications received to inform future recruitment approaches.

As we embed our new recruitment and resourcing approach, we will also play a support role in the development of succession and workforce planning so that we can offer attractive careers – balancing flexibility, mobility and opportunities to develop. Our strategic approach to recruitment, resourcing and workforce and succession planning will be part of the five year People Strategy from April 2024.

We have a proactive commitment to EDI and have a number of provisions which contribute positively to our culture and our low gender pay gap. The Equality Advisory Group (EAG), comprising members from 11 equality organisations that represent all the protected characteristics, contributes to the development and improvement of our working practices and policies. The Equality Steering Group (ESG), chaired by the Chief Executive, monitors the equality work being undertaken by the organisation in support of the SCTS Equality Outcomes and comprises colleagues from different areas of the business and a PCS Representative. SCTS is a member of the Cross Justice working group on Race and Workforce whose purpose is to provide a strategic and cohesive approach to tackling barriers to employment across the justice system and to support cross system learning.

Our dedicated EDI team proactively promotes notable events for awareness and participation and during 2023, we launched part two of a targeted data monitoring campaign that started in 2022, encouraging all current staff to share their personal equality details. We anticipate that this phase of the campaign will consolidate its message and increase levels of disclosure for a more comprehensive data set and reporting in future years. We will also be developing the EDI themed Corporate Key performance indicators for 2024.

We listen to our people through our annual Civil Service People Survey and are committed to delivering real improvement within a challenging economic climate to make SCTS a great place to work, learn and develop. We have identified and agreed two corporate themes in our People Survey Action Plan 2024-2026: Leadership and Managing Change and SCTS Values and Behaviours to help our people feel supported and included at work and able to give their very best to the organisation.

Wellbeing underpins staff engagement and employment relationships and improves motivation and retention. We now have a dedicated wellbeing team in place and continue to encourage and support personal growth and work life balance. Our wellbeing initiative aims to support our people and recognises that our people are our greatest asset. We aim to reduce the stigma associated with mental ill health and encourage a supportive environment by speaking about mental health and

wellbeing; by encouraging dialogue we hope to ensure that all employees are aware of the support that is available internally and externally and, where appropriate, to access the support we provide. Supporting our people to develop the right skills for adoption of trauma-informed practices is a key step in our continuing journey towards becoming a trauma-informed organisation that can improve the experience of our staff and service users.

During 2023, we implemented a wellbeing hour pilot for a 12-month period 2024 as part of our 2022 supplementary pay award. During 2024, we will reduce our contractual full time equivalent hours from 37 hours to 35 hours for all employees, without a reduction in pay or productivity. The reduced working week will be implemented on 1 October 2024. Employees who currently work part time hours (i.e. that are less than 37 hours per week) will also receive a proportionate reduction in their hours, to allow them to enjoy a shorter working week, without the loss of pay or pension.

In 2023, we launched 'MyCareer', an improved and refreshed approach to contribution and performance management, supporting contribution and performance, appraisal and probation. 'MyCareer' is a simpler, more supportive and holistic approach to contribution and performance management from setting objectives at the beginning of the year, through holding regular check-ins throughout the year, to carrying out an end of year reflection meeting. Regular check-ins provide an opportunity to talk about a range of topics including staff wellbeing, progress with objectives, any challenges to success, learning and development needs, and career conversations. Career conversations will enable our people to take responsibility to shape their own career, ensuring contribution is recognised, support provided and development identified and available.

The Education and Learning Unit (ELU) supports our people with their learning, their personal and professional development and their career journey. ELU puts the learner at the centre of our activity and seeks to deliver a wide range of high quality learning and performance support. We identify and nurture SCTS talent, provide opportunities for personal and professional growth and support our operational colleagues to deliver technical excellence.

We believe every learning experience should be a worthwhile and positive one whether it is face to face, online or a combination of both and ELU continually seeks new, innovative and modern ways to meet the learning needs of our people. We have in place robust processes to ensure that the people in this organisation have access to a variety of learning opportunities from leadership and management to technical knowledge and skills. The curricula are continually reviewed to ensure that they are responsive and adaptable. They provide the opportunities for our people to develop their own learning paths.

Appendix 1 outlines specific actions taken during 2023 and our plans for 2024 and beyond. Although the results of our gender pay gap analysis are positive, we acknowledge that there is still more to do to reach our goal of making the organisation an even more inclusive and diverse organisation, representative of the population we serve. We are committed to continuing this journey of attracting and retaining the best and widest possible pool of talent.

7. Equal Pay

We are an equal opportunities employer and believe that our employees should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value, regardless of their age, disability, ethnicity or race, gender reassignment, marital or civil partnership status, pregnancy, political beliefs, religion or belief, sex or sexual orientation. Our latest Equal Pay Statement 2023-27 was published in November 2023 and outlines our commitment to:

- Empower employees to work flexibly and to support work life/ balance
- Continue to support employees with caring responsibilities through our carer positive policies
- Continue to promote fair work practices and assess performance against the principles set out in the Fair Work agreement
- Ensure our ways of working will include visible leadership that prioritises diversity and inclusion.

8. Declaration

I, Eric McQueen, Chief Executive, Scottish Courts and Tribunals Service, confirm that the information in this statement has been calculated according to the requirements of The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and is accurate.

Signed



30 March 2024

Appendix 1 – 2023 and 2024 Action Plan and Objectives

| <u>Theme</u> | <u>2023 Actions Taken</u> | <u>2024 Action Plan and Objectives</u> |
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| Recruitment and Resourcing | <ul style="list-style-type: none"> • Centralisation of Recruitment and Resourcing in November 2023 supporting and driving inclusive approaches and practices. • Implementation of a new modern e-recruitment system in November 2023. • Inclusivity training for Recruiting Managers. | <ul style="list-style-type: none"> • An Equality Impact assessment (EQIA) of the centralised recruitment process is ongoing and is near completion. |
| Equality, Diversity and Inclusion | <ul style="list-style-type: none"> • Equality and Diversity metrics were included in our annual People Scorecard which is published on our website. • Publication of an updated SCTS Equality Statement reflective of the current organisation's values and commitments. • Publication of our Equal Pay Statement 2023-27. • Submission of the Employers Network for Equality and Inclusion annual benchmarking exercise (TIDE). • Publication of the SCTS British Sign Language (BSL) Plan 2024-2030 promoting awareness and use of BSL in our organisation. | <ul style="list-style-type: none"> • Progress of the Equality Outcomes 2023-27 - promoting awareness and understanding of equality and diversity within our organisation; improving the accessibility of our services; and improving the diversity of our workforce. • Progress of the SCTS Equal Pay Statement 2023-2027 Action Plan. • The Equality and Diversity team will continue to collaborate with the Communications team to ensure our strategy for 2024-2026 is underpinned by EDI outcomes of raising awareness and accessibility. • Continue to monitor the uptake and use of the EqIA Toolkit launched in December 2023. We |

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| | <ul style="list-style-type: none"> • Publication of a biannually SCTS Equality Mainstreaming Report detailing our progress on EDI matters for the period 2023-2025. • Launch of part two of a targeted data monitoring campaign that started in 2022, encouraging all current staff to share their personal equality details. • Work began on the development of the Corporate Key Performance Indicators (KPIs) which will be launched in 2024. | <p>will also raise awareness of how to operate the toolkit among our staff.</p> <ul style="list-style-type: none"> • Ongoing development of the organisations equality Key Performance Indicators to be included in the Human Resources Measures report. |
| Wellbeing | <ul style="list-style-type: none"> • Wellbeing initiatives and support – an engaging wellbeing hub that has information regarding resources and health assessments. • Virtual cafes to encourage open and supportive discussions on menopause and the menopause policy. • Launch of the Wellbeing Hour Pilot on 3 July 2023 which allows staff to use up to one hour of their normal weekly working hours to undertake non-work activities that will improve their physical and/or mental wellbeing. • Increased engagement with our people through the delivery of wellbeing and resilience | <ul style="list-style-type: none"> • Review of the Carers’ Policy and refresh of the Carers’ Hub along with the launch of a new Carers’ Contact Team. • Launch of 45 new Scottish Mental Health First Aiders across SCTS in March 2024 along with a new Scottish Mental Health First Aid Hub. • Mental Health Awareness e-learning for all staff and training for managers using subject matter expertise. • Engagement with our people through various workshops on topics such as stress awareness and strengthening resilience. • Introduce an annual Wellbeing conference. |

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| | <p>workshops across the organisation.</p> <ul style="list-style-type: none"> • National Wellbeing Group and National Carers Group were established whose roles are to represent our people in relation to identifying and progressing required activities to improve wellbeing and support for carers. • Scottish Mental Health First Aid training, which was delivered in-house, commenced in November 2023. | <ul style="list-style-type: none"> • A refreshed Wellbeing Hub with additional resource for our workforce on various topics such as bereavement. • Develop and implement an organisational Mental Health at Work Plan. |
| Performance Management | <ul style="list-style-type: none"> • Launch of 'MyCareer' - an improved and refreshed approach to contribution and performance management, supporting contribution and performance, appraisal and probation. | <ul style="list-style-type: none"> • Launch of End of Year reflections. • Embedding of 'MyCareer' process including regular check-ins, career conversations and calibration. • Adopt a proactive approach in supporting managers in the early identification and resolution of performance issues. We will also encourage the implementation of a wide range of supportive measures to improve performance. |
| Policy, Pay and Reward | <ul style="list-style-type: none"> • We offer a wide range and competitive flexible working options to enable our employees to effectively manage their work/life balance. This includes ensuring our current policies are in | <ul style="list-style-type: none"> • We have committed to reviewing all family friendly policies to ensure they are compliant and introducing new guidance such as fertility treatment and neo-natal care. |

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| | <p>line with legislation and/or good practice.</p> <ul style="list-style-type: none"> • Publication of Menopause policy. | <ul style="list-style-type: none"> • Introduce improved guidance on working abroad for personal reasons for roles that are able to work in a hybrid way • Implement the 35 hour working week on a full time basis for all employees. • Ongoing review of our benefits package to ensure we have an attractive and accessible offering to attract and retain employees. • Implement a total reward statement. • Review of the instant reward scheme and temporary promotion policy/process. • Carry out a review of all our allowances with the aim of implementing any changes with effect from 1 April 2024. • Improve future ways of working including providing employees with more flexibility as to when and how they manage their leave. |
| <p>Learning</p> | <ul style="list-style-type: none"> • Our Talent Programme is designed to develop leaders who have the potential, aspiration and capacity to progress from their current role to a more senior position. The first cohort of this programme, running 2022-23, was called 'Thrive' and two-thirds of the participants were female. The | <ul style="list-style-type: none"> • The workforce landscape continues to change rapidly and SCTS is committed to ensuring it is an employer of choice. ELU will support this commitment by providing suitable and varied learning and development opportunities for people at all stages of their career journey, |

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| | <p>second cohort, which started in October 2023 is known as 'Soar' and is 77% female.</p> | <p>supporting HR Strategic Workforce Planning. This will include the ongoing Talent programme linked in to performance management and succession planning, as well as expanding our proposition for people with potential. This will be part of our commitment to growing and nurturing our own talent and will provide the right opportunities for people at the right time.</p> <ul style="list-style-type: none"> • We will continue to deliver the professional programmes curriculum according to the needs of the business, including bespoke leadership programmes for individual business units. We will continue to develop the leadership attributes (including the diagnostic tool) and embed them into all courses and programmes. We will be expand our leadership and management training and will refresh the management hub. We will work with our colleagues in HRU to design, develop and deliver training to support the ongoing implementation of MyCareer, our refreshed approach to performance management. We will continue to explore the potential to capitalise on coaching |
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| | | <p>and mentoring as a form of learning and training. We will design and develop material that supports the Skills Development Scotland Meta-Skills.</p> <ul style="list-style-type: none"> • Following the launch of the Knowledge and Skills Framework for Trauma Informed Justice in May 2023, ELU will play a pivotal role in supporting SCTS to become a trauma-informed organisation. The framework recommends that organisations take a trauma-informed lens to the entirety of the organisation and its business, taking into account the importance of working in collaboration with justice partners and with HR in the area of wellbeing and resilience. |
| <p>Partnership Working</p> | <ul style="list-style-type: none"> • A revised Partnership Agreement was published in July 2023 and outlines our commitment to working collaboratively with the PCS Union and provide a supportive and inclusive work environment for everyone. • The Strategic Partnership Forum meets quarterly and includes PCS and SCTS Executive team members. | <ul style="list-style-type: none"> • Ongoing discussions between SCTS and PCS to agree, progress and implement a number of pay and reward outcomes from our current two year pay offer covering 2023-24 and 2024-25. |

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| | <ul style="list-style-type: none">• HRU/ ELU/ PCS colleagues meet monthly.• Local Partnership Forums meet across SCTS at least every quarter. | |
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