

REPORT TO: TAYSIDE CONTRACTS JOINT COMMITTEE – 26 AUGUST 2024

REPORT ON: EQUALITY MAINSTREAMING REPORT

REPORT BY: MANAGING DIRECTOR

REPORT NO: JCXX/2024

1.0 PURPOSE OF REPORT

- 1.1 This report advises the Tayside Contracts Joint Committee of progress to date in fulfilling Tayside Contracts' statutory equalities duties and seeks approval for the intended approach going forward.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Joint Committee notes Tayside Contracts' progress to date in fulfilling its statutory general and specific equalities duties, in particular:
- I. The Equal Pay Analysis report at Appendix 1, which provides reassurance that Tayside Contracts' pay and conditions are equality-proof;
 - II. The Employee Monitoring data at Appendix 2, which is largely positive, but which does highlight a few areas requiring further investigation.

3.0 FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications arising from this report.

4.0 BACKGROUND

- 4.1 The Equality Act 2010 came into force on 5 April 2011.

4.2 General Equality Duty

The Act placed a general equality duty on '*public authorities*' to pay due regard to the need to:

- Eliminate discrimination
- Advance equality
- Foster good relations across the range of protected characteristics.

Tayside Contracts is required by law to comply with the general equality duty and has and will continue to do so.

4.3 Specific Equality Duties

In addition to the general equality duties, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 placed specific duties on '*listed bodies*', as defined by the Regulations. Tayside Contracts, operating under a Joint Committee arrangement, does not meet the criteria of a '*listed body*' as defined by the Regulations. As such, there is no statutory obligation for Tayside Contracts to comply with the specific equality duties, as there is for a Council, for example. However, Tayside Contracts has undertaken to comply with both general and specific equalities duties of the Equality Act and the 2012 Regulations, i.e. to all intents and purposes act as if Tayside Contracts is a '*listed body*'.

This means that Tayside Contracts will:

- Calculate Tayside Contracts' Gender Pay Gap (i.e. the difference between male employees' average hourly pay and female employees' average hourly pay) and publish this on our website every 2 years.
- Develop an Equal Pay Statement (which was reviewed and published on 9 May 2023 and will be published every 4 years from that date).
- Develop and publish an Equality Mainstreaming Report, detailing Tayside Contracts' progress on mainstreaming equality every 2 years, which is the purpose of this report.

5.0 EQUALITY STRATEGY, INITIATIVES AND ACTIONS TO DATE

5.1 Tayside Contracts recognises the strategic importance of mainstreaming equality and the need to move away from equality issues being seen as an additional part of Tayside Contracts' business, and instead being an integral part of Tayside Contracts' culture. This is a progressive journey for Tayside Contracts, building on previous work in changing attitudes, language and behaviours.

Tayside Contracts' equalities actions and initiatives since the previous Equalities Mainstreaming Report include:

- Providing Equity, Diversity and Inclusion awareness refresher training to 130 supervisors and managers via in-person and hybrid training sessions.
- Providing Unconscious Bias training to our HR Section provided by EDI UK.
- Ensuring that all Tayside Contracts' functions and policies are subject to equalities impact assessments.
- Engaging independent experts, Zellis, to conduct an equal pay analysis to provide evidence of our pay systems being equality-proof. The most recent equal pay analysis report is highly satisfactory in that respect, and features at Appendix 1 of this report.
- Developing and implementing a range of equalities policies and procedures, including the Equality and Diversity Policy and the Equality Impact Assessment Policy.
- Continuing to be an accredited 'Living Wage Employer'.
- Providing an in-house, professional Polish/English interpreter/translator service for our high proportion of Polish employees and ensuring that all key employment policies, procedures, documents and correspondence are translated (an interpreter/translator service is also provided on request for other languages).
- Policies, procedures and training are also provided in British Sign Language format on request.
- Continue to be an accredited 'Disability Confident' employer.
- Building relationships between Tayside Contracts and minority action groups such as Amina (Muslim Women's group), MEAD (Minority Ethnic Access Development - Perth and Kinross Council's minorities inclusion project) and DIWC (Dundee International Women's Centre).
- Promoting diversity and inclusion through our website, digital signage system and social media.
- Raising awareness of Pride Month for the first time by demonstrating and profiling our support for our LGBTQ+ employees and communities

6.0 EQUAL PAY ANALYSIS

- 6.1 Since the implementation of Single Status, in 2008, Tayside Contracts has engaged independent experts in the field to conduct equal pay audits/analyses of Tayside Contracts' terms and conditions of employment to ensure that its pay systems remain 'equality proof'.
- 6.2 Given the high costs associated with successful equal pay claims, the positive outcome of the most recent Equal Pay Analysis conducted by Zellis Reward Solutions (Appendix 1) provides reassurance to the organisation.
- 6.3 The report by Zellis advises that the Pay and Grading structure is an appropriate structure based on the outcomes of a job evaluation review and the continued application of the scheme. The design principles that have been adopted reflect good practice.
- 6.5 The salient findings of the 2024 Equal Pay Analysis report are as follows:

a) Job Evaluation Scheme

The SJC Job Evaluation scheme is an appropriate scheme to use to evaluate the roles within Tayside Contracts and provides an indicator of roles that are 'work rated as equivalent'. The procedures and processes in place are appropriate to ensure that roles are evaluated fairly.

b) Pay and Grading Structure

The Pay and Grading structure is an appropriate structure based on the outcomes of a job evaluation review and the continued application of the Scheme. The design principles that have been adopted reflect best practice. Any future review of the structure should consider the scoring range for Grade 8 in the Tayside Contracts pay structure. The grade boundaries reflect a consistent increase in the total job evaluation scores except for Grade 8 where the scoring range is 15 points and is narrow compared to the scoring range for other grades. This observation is noted, and Tayside Contracts will review the Grade 8 situation, as part of the forthcoming Pay and Conditions Review, which was approved by the Joint Committee (JC04/24 refers).

c) Gender Pay Gap

The gender pay gap at Tayside Contracts is:

BASIC PAY			
	2021/22	2023/24	Improvement
Mean	18.96%	13.95%	5.01%
Median	18.04%	9.31%	8.73%
TOTAL PAY			
	2021/22	2023/24	Improvement
Mean	20.94%	20.11%	0.83%
Median	20.71%	18.78%	1.93%

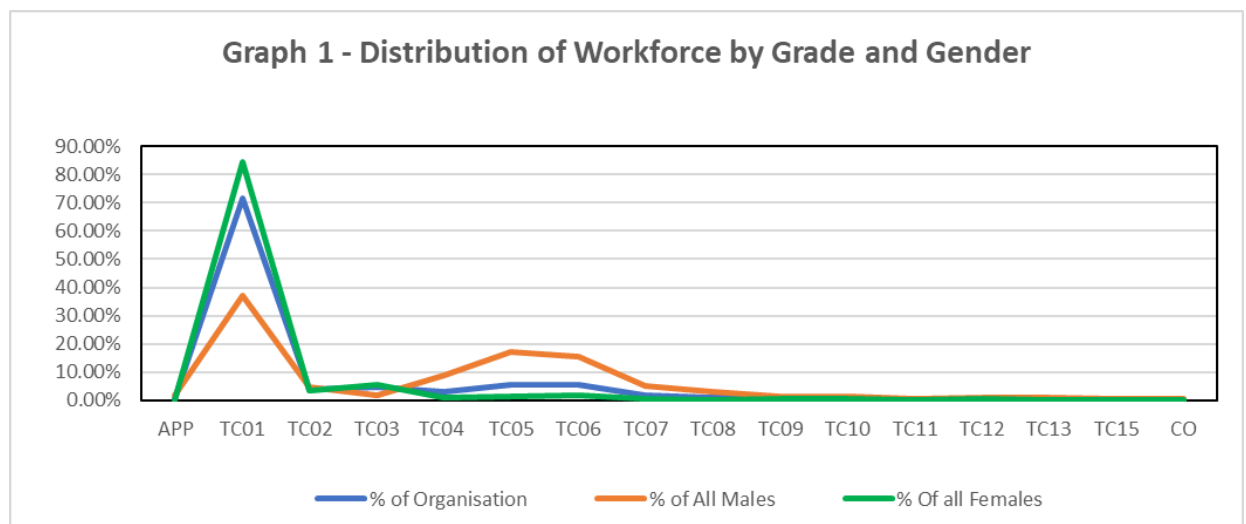
The report by Zellis stated that Tayside Contracts' Gender Pay Gap is consistent with the UK economy as a whole, and the results show that there has been an improvement in the gender pay gap since 2021/22. However, Zellis recommend further consideration should be given to what actions Tayside Contracts could take to encourage more women into non-traditional roles.

7.0 GENDER PAY GAP

7.1 In accordance with the specific duties of the Equality Act, Tayside Contracts published its Gender Pay Gap information, which can be viewed [here](#) on the Tayside Contracts website. The Gender Pay Gap is not to be confused with equal pay. All Tayside Contracts employees are paid equally for work of equal value. Therefore, the Gender Pay gap is not an indicator of discrimination but is a useful measure for analysing pay by gender across the workforce to identify whether there is progress towards more women being employed in higher paid jobs, traditionally occupied mainly, or exclusively, by men - not only within Tayside Contracts but across society as a whole.

7.2 Workforce Distribution

When viewing Tayside Contracts' Gender Pay Gap it should be recognised that highly populated roles in the lower paid Grade 1 are those traditionally/societally undertaken by women. Graph 1 illustrates the distribution of the workforce by gender compared to the percentage of males and females within each grade. The distribution of the workforce is similar to that of comparable organisations.



7.4 Gender Pay Gap - Actions

Further consideration is being given as to what actions Tayside Contracts could take to encourage under-represented groups to apply for higher value jobs which they do not traditionally apply for, e.g. by stating in adverts for jobs, such as Roadworker, that are predominantly occupied by men, that women are encouraged to apply and that, if they meet the essential criteria, they will be guaranteed a job interview. Although the Zellis analyst is very sympathetic to the societal reasons for so many females being on the bottom grade, he does recommend that we should attempt to create career paths for the sizeable proportion of our workforce (mainly female) who have very little scope in such a broad flat structure for progression from Grade 1. This will be challenging, but a pilot is already underway in our Facilities Services Division. The results of this pilot will inform other actions which can be taken.

8.0 EQUALITY EMPLOYEE MONITORING DATA

8.1 Employee Monitoring - Findings

The specific duties of the Regulations require 'listed bodies' to publish Equality Employee Monitoring data (featured at Appendix 2) which can be viewed [here](#) on the Tayside Contracts Website. The salient findings from initial analyses of the 2023/24 Employee Monitoring Data are as follows:

Positives

- Other than one area of concern, it is encouraging to see that there is no evidence of discrimination in recruitment and selection against those with '*protected characteristics*'.
- It is particularly encouraging to see that applicants were equally likely to be appointed if they were male or female, particularly in Catering and Cleaning jobs which historically have been the preserve of females.
- People with a disability are just as likely to be appointed as those without a disability, which is highly encouraging.
- Encouragingly the data shows that employees with disabilities are slightly less likely to leave than those with no disabilities and in the Construction Division, that none of the 22 employees with disabilities left Tayside Contracts.
- It is encouraging to note that the percentage of non-UK employees disciplined is consistent with the percentage of UK employees disciplined.
- In Transport, where women are under-represented, it was encouraging to see no female leavers from the organisation.
- In relation to gender, there is no cause for concern regarding any bias being shown by managers when applying disciplinary procedures

Areas of Concern

- There is a concern in respect of Asian applicants. Across the organisation, there were 274 Asian applicants during 2023/24 and only 3 were appointed. Of 67 Bulgarian applicants, none were appointed. These findings are of particular concern given that these individuals were applying for frontline jobs in Catering and Cleaning, where the essential criteria are no more than the ability to cope with the physical job demands and, for those employed in schools, PVG Scheme Membership. This will be an area of strong focus in our actions arising from this review.
- It is hugely encouraging that people with a disability are just as likely to be appointed as those without a disability. However, it is a concern that only 12% of applicants were interviewed, as Tayside Contracts Guaranteed Job Interview Scheme commits to interviewing all employees with a disability if they meet essential criteria for a job. Again, this will be an area of strong focus in our actions arising from this review.
- Although we are working with very small sample sizes, it is notable that non-UK nationals appear more likely to be disciplined than UK nationals. Although in Construction, it is worth noting that of 37 non-UK nationals, none were disciplined. 1% of employees with a disability were disciplined.
- It is disappointing to note that 126 employees chose not to disclose their nationality which indicates that there is still work to be done to persuade employees that we collate and use this information for good reasons and that it will be to their advantage to share this data with us.
- In Catering, males were more likely to leave than females.

- In Cleaning, females were slightly more likely to leave than males.
- In Facilities Services, males were slightly more likely to leave than females.
- In Support Services, males were slightly more likely to leave than females.
- Proportionately, females are slightly more likely to leave Tayside Contracts than males and it was disappointing to see two female leavers with already small number of females employed in this sector.
- Although the sample size is small, there is a concern about the number of leavers defining themselves as 'African' in the Cleaning Unit, where the percentage number of African employees who left was double the Cleaning Unit average.

8.2 Employee Monitoring Conclusions

Whilst the Equal Pay audit outcome is highly satisfactory, an initial analyses of employee monitoring data suggests that whilst Tayside Contracts has made great strides in promoting equality, diversity and inclusion in the workplace, there are findings which are, on the face of it, a cause for concern and which must be investigated further without delay.

9.0 EQUALITY MAINSTREAMING FUTURE ACTIONS

The following initiatives and interventions will be carried out between now and the next Equality Mainstreaming Progress report to the Joint Committee in 2026:

- Continue to comply with both general and specific equalities duties of the Equality Act and the 2012 Regulations.
- Tayside Contracts' progress on achieving its mainstreaming and equality duties (including details of progress made in gathering and using employee information to better perform the equality duty), will next be reported to the Joint Committee and published in August 2026 and every 2 years thereafter.
- Tayside Contracts' Gender Pay Gap will next be reported to the Joint Committee and published in 2026 and every 2 years thereafter.
- Tayside Contracts' Equal Pay Statement will next be reported to the Joint Committee and published in 2027 and every 4 years thereafter.
- Continue to ensure that all equalities information is published in a way that makes it readily accessible to the public (i.e. all reports will be published in full on Tayside Contracts' Equality Webpages and summary versions made available in Polish, British Sign Language, Easy Read versions, and in other languages on request).
- Conduct more detailed analysis of employee monitoring data to identify the need for specific training, support or other interventions.
- Develop a sustainable equalities induction and training programmes for all frontline employees, which addresses the challenge of 2,400 employees not having PC access at work, many having poor literacy skills and with over 300 frontline recruits each year.
- Provide the necessary management guide training to devolve conducting Equality Impact Assessments to operational managers (with quality/validation checks carried out and signed off by the Equalities and Communications Manager/Officer).
- Identifying where the need for some form of affirmative action may be required to help achieve a workforce that is more representative of the communities we serve (e.g. where there is not a proportionate representation in specific sectors or within the organisation of those with protected characteristics).

10.0 DATA PROTECTION IMPACT ASSESSMENT (DPIA)

10.1 The issues considered within this report have, as required by legislation, been the subject of consideration from a data protection perspective.

10.2 A data protection impact assessment is not required.

11.0 EQUALITIES ASSESSMENT

11.1 The issues considered within this report have, as required by legislation, been the subject of consideration from an equalities perspective.

11.2 An equalities impact assessment (EqIA) is not required.

12.0 CONSULTATIONS

12.1 The Clerk and the Proper Officer to the Joint Committee have been consulted on the preparation of this report.

13.0 BACKGROUND PAPERS

13.1 None

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Approved

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Appendix 1

Tayside Contracts

Equal Pay Analysis

April 23rd 2024



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1 Executive Summary

Conclusions and Recommendations

A. Equal Value

Under the Equality Act 2010 (the Act) employees are legally entitled to equal pay with a person of the opposite sex where they are in the same employment and doing equal work.

There are three kinds of equal work:

Like work - this is where the work involves similar tasks which require similar skills, and any differences in the work are not of practical importance. For example, a female cook preparing lunches for directors and a male chef cooking breakfast, lunch, and tea for employees.

Work rated as equivalent - this is where the work has been rated under a fair job evaluation scheme as being of equal value in terms of how demanding it is. For example, the work of an occupational health nurse might be rated as equivalent to that of a production supervisor when components of the job such as skill, responsibility and effort are assessed by a fair job evaluation scheme,

Work of equal value - this is work which is not similar and has not been rated as equivalent but is of equal value in terms of demands such as effort, skill and decision-making. E.g. a clerical assistant and a warehouse operative

The Pay and Grading structure at Tayside Contracts is based on the SJC Job Evaluation scheme which is a factor based analytical scheme that has a fixed scoring matrix. All jobs have been evaluated using this scheme and graded between TC01 and TC15.

Conclusions and Recommendations

The SJC Job Evaluation scheme is an appropriate scheme to use to evaluate the roles within Tayside Contracts and provides an indicator of roles that are 'Work rated as equivalent'. The procedures and processes in place are appropriate for roles to be evaluated fairly. It is important to review any roles where the job demands may have changed.

B. Pay and Grading Structure

The Pay and Grading structure is based on appropriate design principles which include the following;

- The maximum number of increments is limited to four so it will take three years for an employee to reach the grade maximum which is within the recommended time period of no more than five years.
- The span of each grade (Maximum salary – Minimum Salary/Minimum Salary X 100%) is less than 10.00% in each grade. The typical pay span in similar organisations is between 5.00% and 15.00%.
- There is a clear gap between each grade in terms of the spinal column points used for each grade. There are no abutted or overlapping points.

The Pay and Grading structure has been designed following a job evaluation review where all jobs within TC01 to TC15 were evaluated using an appropriate Job Evaluation scheme. The grade boundaries reflect a consistent increase in the total job evaluation scores except for TC08 where the scoring range is 15 points and is narrow compared to the scoring range for other grades.

As part of the analysis of the scheme we have identified jobs that are in close proximity to the grade boundaries to determine if the boundaries have been placed to advantage or disadvantage a particular gender. The Proximity Analysis at Tables 4 and 5 show that there are both males and females in close proximity to the grade above but as this affects both male and female employees is not considered to be based on gender.

Table 5 shows that it is more likely that males are in close proximity to the grade below i.e. their job is just above the grade boundary. As this affects both male and female employees it is clear that gender is not the determinant of the placement of the grade boundaries and is more likely to reflect the organisation structure.

Conclusions and Recommendations

The Pay and Grading structure is an appropriate structure based on the outcomes of a job evaluation review and the continued application of the scheme. The design principles that have been adopted reflect good practice.

The on-going application of the scheme should be monitored to validate that it is applied consistently.

Any future review of the structure should consider the scoring range for TC08.

C. Workforce Analysis

Zellis have undertaken various analyses of the workforce based on gender, job type and other protected characteristics. Zellis have also undertaken an analysis of the composition of the workforce as this can affect key measures such as the gender pay gap.

Workforce Distribution

The distribution of the workforce is outlined in Section 2 of this report. The overall distribution of the workforce is skewed by the number of roles that are within TC01. This includes a number of highly populated roles that are traditionally more likely to be undertaken by women. The concentration of females at this level affects any calculations in relation to the gender pay gap.

Whilst male and female employees are distributed throughout the organisation it is more likely that male employees will be in the higher grades.

Conclusions and Recommendations

Further consideration should be given to what actions Tayside Contracts could take to encourage more women into non-traditional roles. However, the type of roles undertaken by women is more likely to enable them to undertake family and caring responsibilities. This, however, can result in women not being as able to take advantage of their skills and qualifications in the workplace.

Gender Pay Gap

The Gender Pay gap should not be confused with equal pay but is a useful measure for analysing the workforce, as it is an overall pay gap for the organisation and not measuring work on a work rated equivalent basis (Grade). A high gender pay gap may be justified as it is only based on the average pay rate across the organisation. The gender pay gap will, however, be reduced if the distribution of males and females throughout the workforce is more even.

The gender pay gap at Tayside Contracts is:

	2021/22	2023/24
Basic Pay - Mean	18.96%	13.95%
Basic Pay - Median	18.04%	9.31%
Total Pay - Mean	20.94%	20.11%
Total Pay - Median	20.71%	18.78%

Based on the guidance issued by the Equalities and Human Rights commission wherever there is a pay gap of 5.0% or more it should be investigated. Based on individual grades or jobs there are very few examples where the pay gap exceeds 5.0%. Wherever this has arisen the potential causes have been investigated and are outlined in the report.

It should be noted that with 86.24% of female employees being in grade TC01, this influences the gender pay gap calculation as it effectively suppresses the average hourly rate.

Conclusions and Recommendations

The gender pay gap is consistent with the economy as a whole but should continue to be monitored.

The rate at which employees progress within Tayside Contracts should be monitored. This will help to identify any differences in progression between genders either within their grade or between different grades and the causes.

2 Background and Scope

- 2.1 The purpose of this report is to provide an Equal Pay analysis based on the total workforce of Tayside Contracts as at 15 March 2024.
- 2.2 The report is based on the total workforce of 3,079 in 223 jobs but is predominantly focussed on the main grading structure.

The statistical analysis includes the following breakdowns:

- Population by Gender and Grade
- The pay and grading structure
- Gender Pay Gap
- Additional Protected Characteristics analysis

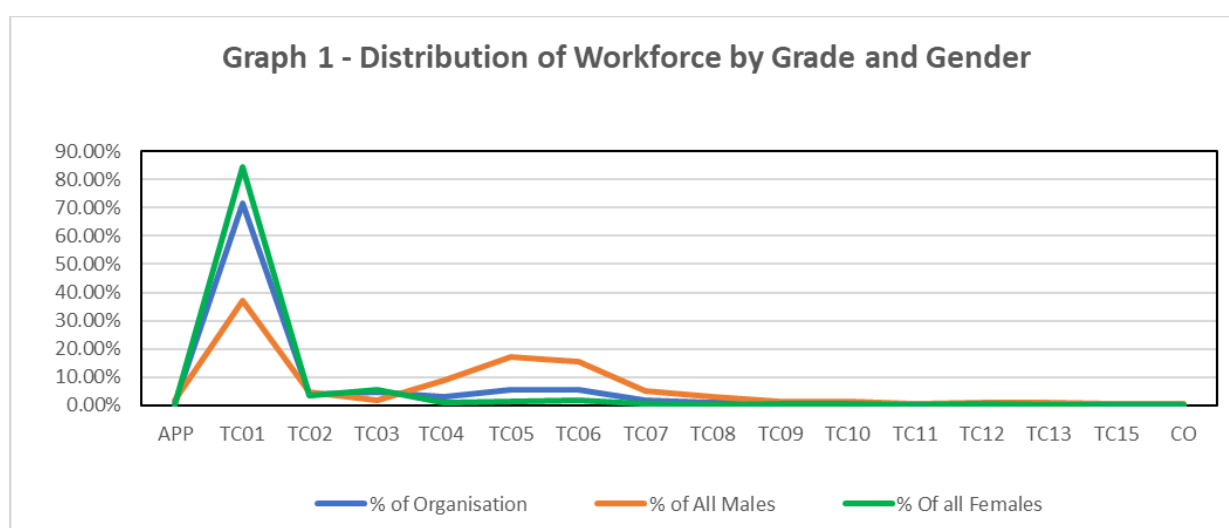
3 Composition of the Workforce

- 3.1 The distribution of the workforce is a key issue when identifying potential issues in respect of Equal Pay and Gender Pay. This is because the distribution of the workforce will affect the overall average hourly rate based on the numbers of males and females at various levels of the organisation.
- 3.2 Table 1 illustrates the distribution of the Workforce based on grade which Zellis have used as the Equal Work Group as based on the evaluation of jobs falling within the same grade which are considered as 'Work Rated As Equivalent'. Table 1 includes all employees including Apprentices and Chief Officers. Employees on Grades GE2, TGE3 and TGE4 have been mapped to grades based on the grade of matching job titles.
- 3.3 As can be seen the workforce is predominantly female accounting for 73.24% (75.49% in 2021) of the total workforce whereas male employees account for 26.76% (24.45% in 2018). The distribution of the workforce is similar to that for comparable organisations in the public sector.

Table 1 – Composition of Workforce by Gender and Grade								
Equal Work Group	Organisation		All Males			All Females		
	Total	% of Organisation	Total	% of Group	% of All Males	Total	% of Group	% of All Females
APP	9	0.29%	9	100.00%	1.09%	0	0.00%	0.00%
APP4	7	0.23%	7	100.00%	0.85%	0	0.00%	0.00%
APP5	1	0.03%	0	0.00%	0.00%	1	100.00%	0.04%
TC01	2,209	71.74%	304	13.76%	36.89%	1,905	86.24%	84.48%
TC02	111	3.61%	37	33.33%	4.49%	74	66.67%	3.28%
TC03	139	4.51%	13	9.35%	1.58%	126	90.65%	5.59%
TC04	78	2.53%	55	70.51%	6.67%	23	29.49%	1.02%
TC05	188	6.11%	155	82.45%	18.81%	33	17.55%	1.46%
TC06	171	5.55%	129	75.44%	15.66%	42	24.56%	1.86%
TC07	53	1.72%	41	77.36%	3.03%	12	22.22%	0.53%
TC08	28	0.91%	25	89.29%	3.03%	3	10.71%	0.13%
TC09	23	0.75%	11	47.83%	1.33%	12	52.17%	0.53%

TC10	22	0.71%	12	54.55%	1.46%	10	45.45%	0.44%
TC11	5	0.16%	5	100.00%	0.61%	0	0.00%	0.00%
TC12	13	0.42%	6	46.15%	0.73%	7	53.85%	0.31%
TC13	8	0.26%	6	75.00%	0.73%	2	25.00%	0.09%
TC15	10	0.32%	6	60.00%	0.73%	4	40.00%	0.18%
CO	4	0.13%	3	75.00%	0.36%	1	25.00%	0.04%
Total	3,079	100.00%	824	26.76%	100.00%	2255	73.24%	100.00%

3.4 Graph 1 illustrates the distribution of the workforce by gender compared to the percentage of males and females within each grade.

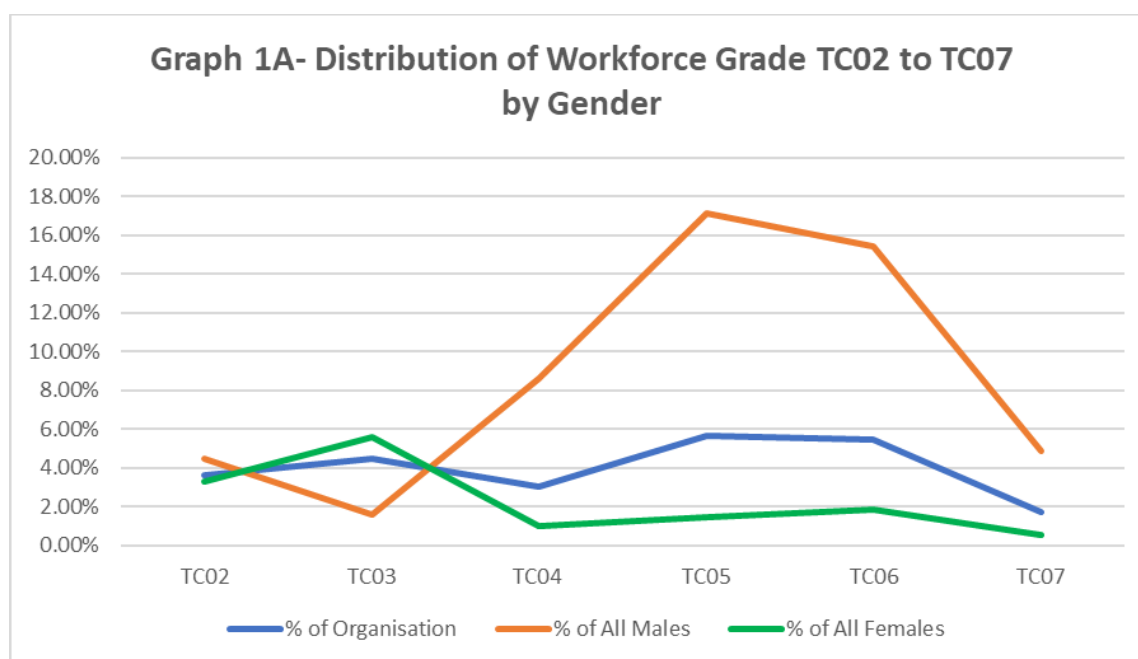


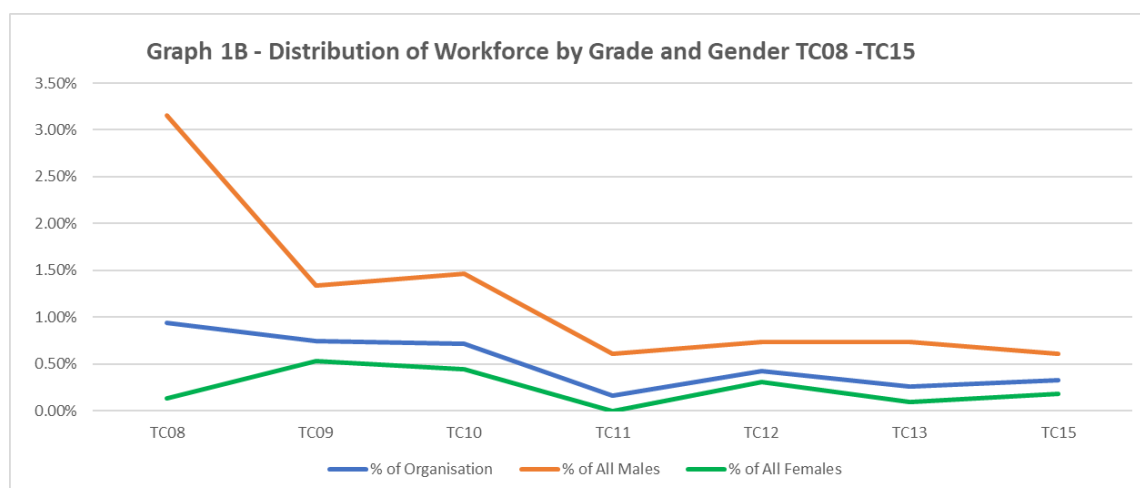
3.5 As can be seen from Graph 1 there is a considerable peak in the workforce at TC01. This grade is comprised of a number of highly populated roles including the following as shown in Table 2.

Table 2 – Analysis of Roles at TC01					
Job Title	Males	Males as a % of Job Holders	Females	Females as a % of Job Holders	Job Holders
Assistant Cook	0	0.00%	1	100.00%	1
Car Park Cleaner	3	100.00%	0	0.00%	3
Catering Assistant	18	2.32%	759	97.68%	777
Catering Assistant (CPU)	0	0.00%	3	100.00%	3
Catering Assistant (Mobile)	0	0.00%	5	100.00%	5
Cleaner	57	17.48%	269	82.52%	326
Cleaner (Mobile)	2	66.67%	1	33.33%	3

Cleaner (Void Houses)	0	0.00%	1	100.00%	1
Cleaner/Laundry Operative	0	0.00%	2	100.00%	2
Kitchen Porter	1	20.00%	4	80.00%	5
Litter Picker	2	100.00%	0	0.00%	2
School Cleaner	135	15.00%	765	85.00%	900
School Cleaner (Mobile)	7	31.82%	15	68.18%	22
School Crossing Patroller	76	49.03%	79	50.97%	155
Walking Bus Patroller	1	50.00%	1	50.00%	2
Yardsperson	2	100.00%	0	0.00%	2
	304	13.75%	1,905	86.24%	2209

- 3.6 The number of employees that are within TC01 can distort the overall view of the workforce distribution, so Zellis have also produced similar graphs based on TC02 to TC07 (Graph 1A) and TC08 to TC15 (Graph 1B). As can be seen the percentage of the male workforce in these grades is higher than the overall distribution of employees at each grade and it is more likely that male employees will be in the upper grades. The concentration of females in the lower grades, particularly TC01 will affect the overall average hourly rate and therefore the gender pay gap. However, it should be noted that this does not mean that those roles have been evaluated incorrectly but is more an indicator of occupational segregation based on traditional male and female roles.



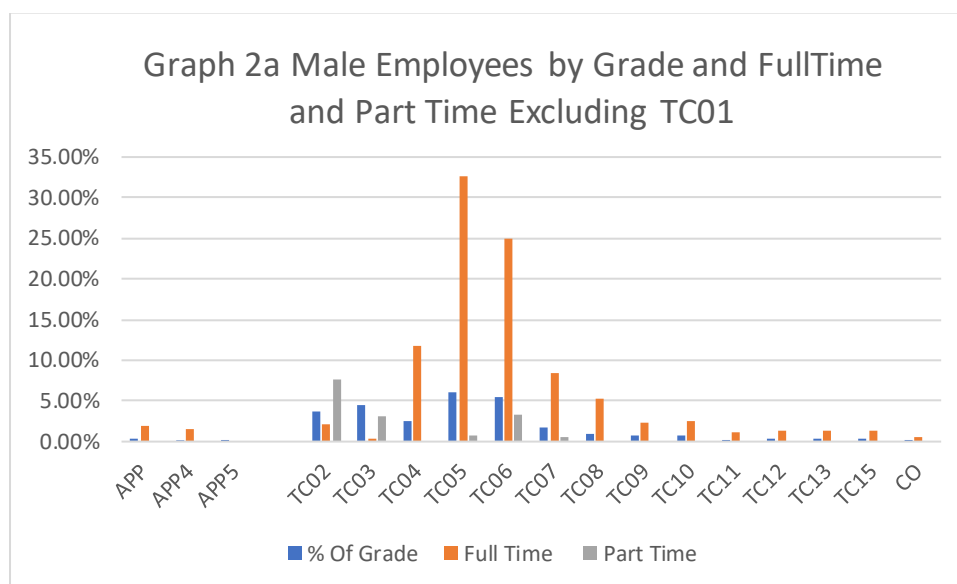
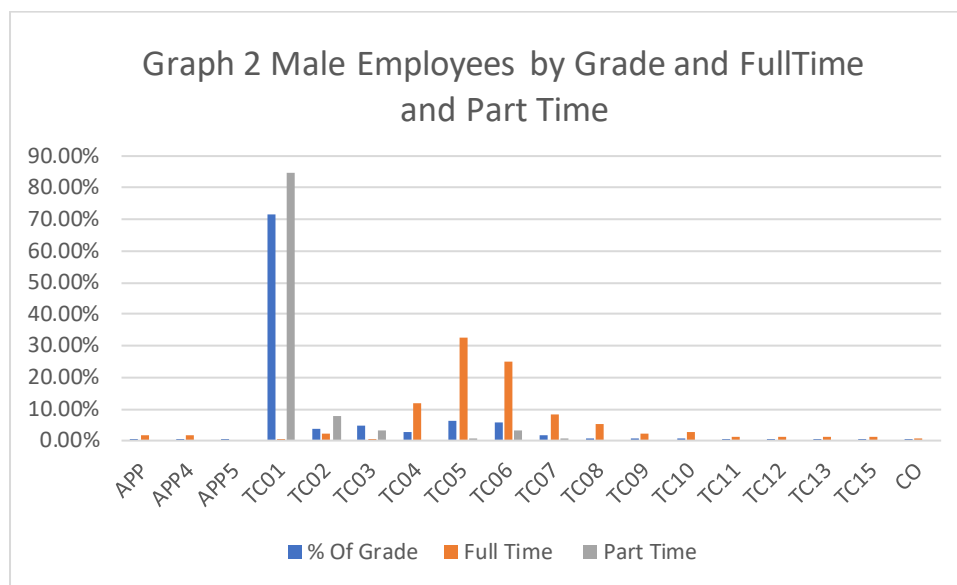


4 Full and Part Time Working

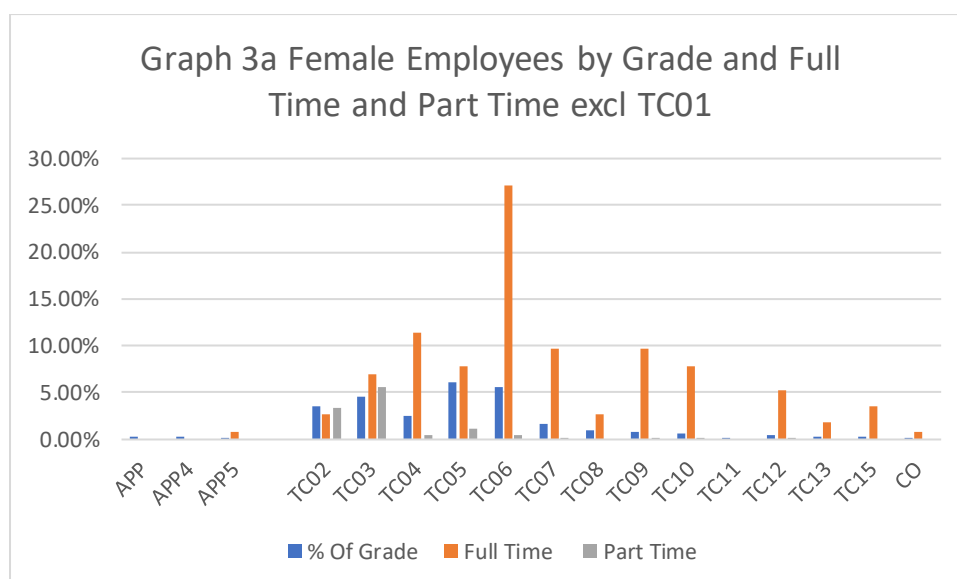
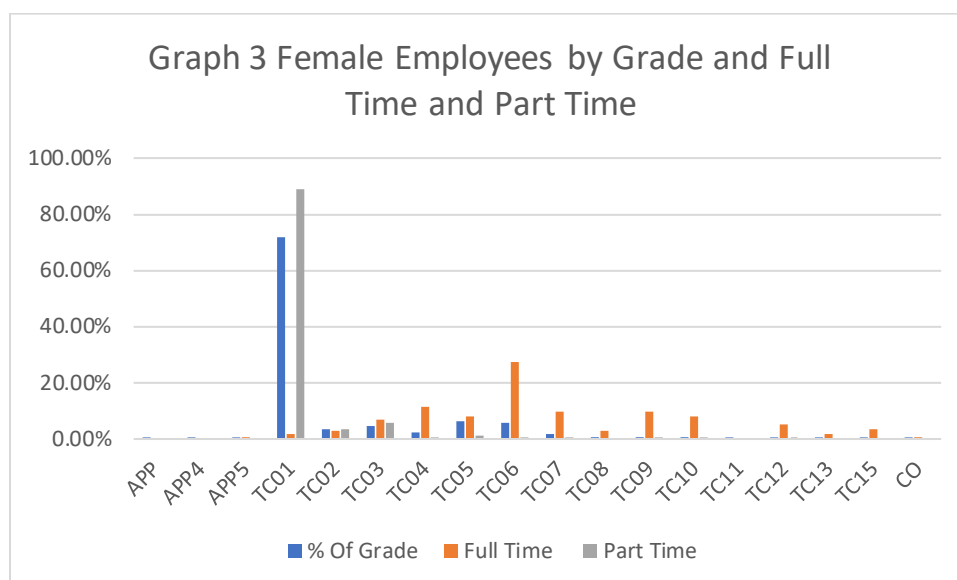
- 4.1 In addition to considering the distribution of the workforce based on gender and grade, it is also important to consider the distribution of the workforce based on full and part time working. It is typical in organisations that part time working is concentrated at the lower levels of the pay and grading structure and these roles are undertaken by female employees.
- 4.2 Table 3 shows the distribution of male, and females based on full and part time working for the whole workforce.

Table 3 - Full Time Part Time Working by Gender							
Full or Part Time		All Males			All Females		
	Total	Total	% of Group	% of All Males	Total	% of Group	% of All Females
Full Time	581	467	80.38%	56.67%	114	19.62%	5.06%
Part Time	2,498	357	14.29%	43.33%	2,141	85.71%	94.94%
Total	3,079	824	30.96%	100.00%	2,255	69.04%	100.00%

- 4.3 80.38% of the male workforce are full time whereas 94.94% of female employees are part-time. By analysing the distribution of the workforce by grade and full and part time working Zellis can determine if this has an impact on the overall gender pay gap.
- 4.4 Graphs 2 and 3 show full and part time working by gender and grade. Although part time working is predominant in the lower grades, irrespective of gender, it is also evident that males are more likely to be working on a full-time basis across the grading structure, particularly from grade 5 onwards.



4.5 Graph 3 shows the distribution for female appointments. It is evident that part time working is predominant for female employees within grades TC01 to TC05 with 94.94% of females being part time and 99.93% occupying grades TC01 to TC05. Although full-time working is predominant from grade TC06 onwards, it is likely that part time opportunities beyond TC06 reduce and that this has a more significant impact on female employees as opportunities for progression can be limited if there is less ability to work on a part time or more flexible basis.



- 4.6 The typical role occupied are roles such as School Cleaner, Catering Assistant, School Crossing Patroller, and Hub Supervisor. Male part time workers equate to 43.33% of the total male workforce, with 96.07% of male part time workers being in TC01 to TC05.

The typical high population part time roles for males include Catering Assistant, School Crossing Patroller and Cleaner. In many similar organisations there is a significant difference between the proportion of female employees in the lower grades as opposed to male employees, in the case of Tayside there is proportionally marginally more part time female employees in the lower grades.

5 Current Pay and Grading Structure

- 5.1 The current Pay and Grading structure is shown in Table 4.

5.2 The design of the Pay and Grading structure is based on clear principles that are consistent with good practice. These include the following.

- The maximum number of increments is limited to four so it will take three years for an employee to reach the grade maximum which is within the recommended time of no more than five years.
- The span of each grade (Maximum salary – Minimum Salary/Minimum Salary X 100%) is less than 10.00% in each grade. The typical pay span in similar organisations is between 5.00% and 15.00%.
- There is a clear gap between each grade in terms of the spinal column points used for each grade.
- There are no abutted or overlapping points.

Table 4 – Current Grade Table (as at March 2024)

Grade	JE Minimum	JE Maximum	Minimum SCP	Minimum Salary	Maximum SCP	Maximum Salary	Span	Increments	Steps
TC01		239	SLGLW	22,939	18	22,939	0.00%	1	0
TC02	240	269	19	23,190	19	23,190	0.00%	1	0
TC03	270	309	21	23,711	21	23,711	0.00%	1	0
TC04	310	344	23	24,290	27	25,293	4.13%	3	2
TC05	345	379	28	25,582	34	27,512	7.54%	4	3
TC06	380	404	35	27,917	41	29,827	6.84%	4	3
TC07	405	434	42	30,155	48	32,489	7.74%	4	3
TC08	435	450	50	33,396	55	35,730	6.99%	4	3
TC09	451	480	56	36,271	61	38,933	7.34%	4	3
TC10	481	529	62	39,377	68	42,676	8.38%	4	3
TC11	530	589	69	43,255	74	46,110	6.60%	4	3
TC12	590	639	75	46,804	81	51,165	9.32%	4	3
TC13	640	689	82	51,917	88	56,798	9.40%	4	3
TC14	690	715	91	59,344	97	64,920	9.40%	4	3
TC15	716		99	66,908	105	73,081	9.23%	4	3

5.5 It is also important to review how the grade boundaries have been set using a Proximity Analysis that identifies jobs that are in close proximity to the grade boundary. For the purposes of this review close proximity is defined as either within eight points above the grade line or below. This is based on the factor scoring levels within the SCJ Job Evaluation Scheme as the lowest point's differential between one factor and the next is eight points.

- 5.6 Table 5 identifies those jobs that are in close proximity to the grade above, i.e. they are within eight points of falling into the grade above their current grade.
- 5.7 There are 14 jobs that could be considered to be in close proximity to the grade above which is 6.57% of the total number of discreet jobs in Tayside Contracts. The highest proportion of jobs within close proximity to the grade above is at TC05 where four jobs or 19.05% of the jobs at TC05 are within eight points of TC06. This predominantly affects male employees who are also more likely to be in roles that are in close proximity to the grade above. The total percentage of male employees that are in roles that are in close proximity to the grade above is 16.92% compared to 4.64% of female employees.

Table 5 – Jobs in Close Proximity to the Grade Above

Grade	Grade Above	Total Jobs and Job Holders				Males			Females		
		Total Jobs	Jobs in Proximity to Grade Above	% of Total Jobs	Total Job Holders	Males in Grade	Males in Proximity to Grade Above	% of Male Workforce in Grade	Females in Grade	Females in Proximity to Grade Above	% of Female Workforce in Grade
TC15	N/A	9		0.00%	9	5			4		
TC14	TC15				0						
TC13	TC14	6		0.00%	8	6			2		
TC12	TC13	10	1	10.00%	13	6	1	16.67%	7		
TC11	TC12	3		0.00%	5	5					
TC10	TC11	14	2	14.29%	22	12	2	16.67%	10		
TC09	TC10	15	1	6.67%	23	11	1	9.09%	12		
TC08	TC09	8		0.00%	28	25		0.00%	3		
TC07	TC08	20	1	5.00%	54	41			13	1	7.69%
TC06	TC07	22	2	9.09%	167	129	26	20.16%	38	1	2.63%
TC05	TC06	21	4	19.05%	188	155	34	21.94%	33	1	3.03%
TC04	TC05	22	1	4.55%	78	55			23	1	4.35%
TC03	TC04	24	1	4.17%	139	13			126	27	21.43%
TC02	TC03	14		0.00%	99	26			73		
TC01	TC02	25	1	4.00%	2196	297	69	23.23%	1899	73	3.84%
		213	14	6.57%	3029	786	133	16.92%	2243	104	4.64%

- 5.8 It should also be noted that there are both male and female employees in roles in close proximity to the grade above and the overall impact is low and is not considered to discriminate against either male or female employees.
- 5.9 Table 6 identifies those jobs that are in close proximity to the grade below, i.e. they are within 8 points of falling into the grade below their current grade.
- 5.10 There are 40 jobs that could be considered to be in close proximity to the grade below which is 18.78% of the total number of discreet jobs in Tayside Contracts. There is a range of grades where jobs are within close proximity to the grade below, mainly at TC06, TC07, TC08 and TC09.
- 5.11 This predominantly affects male employees who are also more likely to be in roles that are in close proximity to the grade below. The total percentage of male employees that are in roles that are in close proximity to the grade below is 24.56% compared to 1.92% of female employees. This is due to the higher proportion of the male population (26.47%) being in these grades compared to females (2.35%). It is also noticeable that the job evaluation score range for TC08 is narrow compared to other grades and the justification for this should be reviewed.
- 5.12 It should also be noted that the range of scores produced by the SJC job evaluation score as with similar job evaluation scores does not produce clear clusters of jobs. It is more likely to create a continuum of scores so it is inevitable that there will be jobs in close proximity to the grade boundaries.

Table 6 – Jobs in Close Proximity to the Grade Below

Grade	Grade Below	Total Jobs and Job Holders				Males			Females		
		Total Jobs	Jobs in Proximity to Grade Below	% of Total Jobs	Total Job Holders	Males in Grade	Males in Proximity to Grade Below	% of Male Workforce in Grade	Females in Grade	Females in Proximity to Grade Below	% of Female Workforce in Grade
TC15	TC14	9	4	44.44%	9	5	4		4		
TC14	TC13				0						
TC13	TC12	6	3	50.00%	8	6	4		2		
TC12	TC11	10	1	10.00%	13	6	3	50.00%	7		
TC11	TC10	3		0.00%	5	5					
TC10	TC09	14	3	21.43%	22	12	6	50.00%	10	4	
TC09	TC08	15	4	26.67%	23	11	3	27.27%	12	2	
TC08	TC07	8	2	25.00%	28	25	8	32.00%	3	2	
TC07	TC06	20	7	35.00%	54	41	28		13	3	23.08%
TC06	TC05	22	7	31.82%	167	129	4	3.10%	38	7	18.42%
TC05	TC04	21	3	14.29%	188	155	1	0.65%	33	2	6.06%
TC04	TC03	22	4	18.18%	78	55	36		23	5	21.74%
TC03	TC02	24	1	4.17%	139	13	3		126	18	14.29%
TC02	TC01	14	1	7.14%	99	26	1		73		
TC01	NA	25		0.00%	2,196	297		0.00%	1,899		0.00%
		213	40	18.78%	3,029	786	101	12.85%	2,243	43	1.92%

6 Gender Pay Gap

Basic Pay

- 6.1 The gender pay gap is only an indicator of whether there are potential equal pay issues. The existence of a pay gap does not mean that there are Equal Pay issues as the pay gap is an expression of the difference between men and women's pay based on an average rate across the organisation.
- 6.2 Table 7 illustrates the gender pay gap based on basic pay only using the mean average hourly rate. The Equalities and Human Rights Commission guidelines state that any pay gap of 5.00% or more should be investigated. As can be seen from Table 7 the overall mean gender pay gap is 13.95% down from 18.96% in 2020.

Table 7 – Gender Pay Gap by Grade – Basic Pay (Mean)

Equal Work Group	All Males		All Females		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
APP	9	£12.59	0			
APP4	7	£8.90	0			
APP5	0		1	£11.93		
TC01	304	£11.91	1905	£11.89	£0.01	0.12%
TC02	37	£12.25	74	£12.03	£0.22	1.80%
TC03	13	£12.29	126	£12.29	£0.00	0.00%
TC04	55	£12.96	23	£13.02	-£0.06	-0.48%
TC05	155	£14.06	33	£14.00	£0.06	0.44%
TC06	129	£15.33	42	£15.29	£0.04	0.26%
TC07	41	£16.58	12	£16.62	£0.05	-0.28%
TC08	25	£18.38	3	£18.12	£0.26	1.41%
TC09	11	£19.85	12	£19.88	-£0.03	-0.13%
TC10	12	£21.56	10	£21.99	-£0.44	-2.03%
TC11	5	£23.08	0			
TC12	6	£26.26	7	£26.41	-£0.15	-0.56%
TC13	6	£29.01	2	£28.60	£0.41	1.43%
TC15	6	£37.35	4	£37.08	£0.27	0.71%
CO	3	£59.87	1	£44.04	£15.83	26.44%
Total	824	£14.25	2,255	£12.26	£1.99	13.95%

- 6.3 With the exception of the Chief Officer grade there are no individual grades where the gender pay gap exceeds 5.0% and therefore there is no need to investigate these further. It should also be noted that whilst there are no significant pay gaps within individual grades the reason why the overall pay gap is higher is due to the composition of the workforce. The number of female employees at TC01 has the effect of reducing the overall female average hourly rate whereas more male employees are in the higher grades, so this maintains the overall hourly rate at a higher level.
- 6.4 The Chief Officer grade includes the Managing Director role which has the effect of increasing the average hourly rate for male employees at this level. If the Managing Director and other Chief Officer grades are removed from the calculation, then the gender pay gap is 13.03% There is also a significant difference in the length of service for male and female employees at this level. The average length of service for male employees is 22 years compared to 4 years for the female employee.
- 6.5 Table 8 illustrates the gender pay gap based on median basic pay. This is the preferred measure as it is less affected by extremes in pay levels. As can be seen the overall median gender pay gap is 9.31% down from 18.14% in 2021 and 13.7% in 2017. There are no significant pay gaps at any grade except for CO.

Table 8 – Gender Pay Gap by Grade – Basic Pay (Median)						
Equal Work Group	All Males		All Females		Difference	
	Total	Median Basic Hourly Rate	Total	Median Basic Hourly Rate	£	%
APP	9	£13.29	0			
APP4	7	£8.81	0			
APP5	0		1	£11.93		
TC01	304	£11.89	1905	£11.89	£0.00	0.00%
TC02	37	£12.02	74	£12.02	£0.00	0.00%
TC03	13	£12.29	126	£12.29	£0.00	0.00%
TC04	55	£13.11	23	£13.11	£0.00	0.00%
TC05	155	£14.26	33	£14.26	£0.00	0.00%
TC06	129	£15.46	42	£15.46	£0.00	0.00%
TC07	41	£16.84	12	£16.84	£0.00	0.00%
TC08	25	£18.52	3	£18.52	£0.00	0.00%
TC09	11	£20.18	12	£20.18	£0.00	0.00%
TC10	12	£21.80	10	£22.12	-£0.32	-1.47%
TC11	5	£22.74	0			

TC12	6	£26.52	7	£26.52	£0.00	0.00%
TC13	6	£29.44	2	£28.60	£0.84	2.87%
TC15	6	£37.88	4	£37.88	£0.00	0.00%
CO	3	£55.80	1	£44.04	£11.76	21.07%
Total	824	£13.11	2255	£11.89	£1.22	9.31%

Total Pay

- 6.6 Zellis have also considered 'Total Pay' taking into account payments for working arrangements including Shift, Standby, Callout and Overtime.
- 6.7 When additional pay elements are taken into account the overall gender pay gap is 20.11% compared to 18.96% in 2021 and 20.94% in 2017. A more detailed analysis of additional pay elements is included in Table 9. It is evident that the types of roles that are traditionally more likely to be undertaken by male employees are more likely to attract additional payments due to the working arrangements which therefore increase the gender pay gap. It should, however, be noted that there is no evidence to suggest that female employees do not receive these types of payments where they are relevant to the job they undertake.
- 6.8 The same analysis has also been undertaken based on median Total Pay. The median gender pay gap decreases to 18.78% from 20.71% in 2021 and 18.14% in 2017% as is shown in Table 10.

Table 9 – Gender Pay Gap by Grade – Total Pay (Mean)

Equal Work Group	All Males		All Females		Difference	
	Total	Mean Total Hourly Rate	Total	Mean Total Hourly Rate	£	%
APP	9	£13.37	0			
APP4	7	£9.07	0			
APP5	0		1	£12.08		
TC01	304	£12.16	1,905	£12.02	£0.14	1.13%
TC02	37	£12.68	74	£12.11	£0.57	4.48%
TC03	13	£13.33	126	£12.64	£0.69	5.15%
TC04	55	£14.73	23	£13.30	£1.43	9.72%
TC05	155	£16.95	33	£14.38	£2.57	15.16%
TC06	129	£16.71	42	£15.87	£0.83	5.00%
TC07	41	£18.90	12	£17.25	£1.65	8.75%
TC08	25	£21.48	3	£18.25	£3.23	15.05%
TC09	11	£21.20	12	£20.41	£0.79	3.75%
TC10	12	£23.10	10	£22.48	£0.62	2.69%
TC11	5	£26.14	0			
TC12	6	£28.34	7	£26.81	£1.53	5.41%
TC13	6	£29.12	2	£28.60	£0.53	1.81%
TC15	6	£37.54	4	£37.08	£0.46	1.23%
CO	3	£59.87	1	£44.04	£15.83	26.44%
	824	£15.56	2,255	£12.43	£3.13	20.11%

Table 10 – Gender Pay Gap by Grade – Total Pay (Median)						
Equal Work Group	All Males		All Females		Difference	
	Total	Median Total Hourly Rate	Total	Median Total Hourly Rate	£	%
APP	9	£13.47	0			
APP4	7	£8.84	0			
APP5	0		1	£12.08		
TC01	304	£11.89	1,905	£11.89	£0.00	0.00%
TC02	37	£12.09	74	£12.02	£0.07	0.57%
TC03	13	£12.37	126	£12.29	£0.08	0.61%
TC04	55	£14.70	23	£13.11	£1.59	10.84%
TC05	155	£16.77	33	£14.26	£2.51	14.96%
TC06	129	£15.83	42	£15.58	£0.25	1.59%
TC07	41	£18.74	12	£16.91	£1.77	9.76%
TC08	25	£21.38	3	£18.61	£2.77	12.97%
TC09	11	£20.26	12	£20.18	£0.08	0.41%
TC10	12	£22.25	10	£22.12	£0.12	0.56%
TC11	5	£27.10	0			
TC12	6	£28.18	7	£26.52	£1.66	5.89%
TC13	6	£29.44	2	£28.60	£0.84	2.87%
TC15	6	£37.88	4	£37.88	£0.00	0.00%
CO	3	£55.80	1	£44.04	£11.76	21.07%
Total	824	£14.64	2,255	£11.89	£2.75	18.78%

Full and Part Time working

6.9 Tables 11 and 11a show the pay gap between part time and full-time work based on grade, this analysis does not take account of gender as the purpose is to determine if part time worker is treated differently.

6.10 Based on All Appointments the pay gap using basic hourly rates are:

Mean - 26.05% where full-time workers are paid on average £4.23 more than part time workers per hour.

Median - 19.33% where full-time workers are paid a median rate of £2.96 more than part time workers per hour.

Although the overall pay gap is significant, there are no individual grades where there is a significant pay gap (5.00% or above) based on the mean gender pay gap, therefore no further investigation is required in terms of differences in pay. The reason that there is an overall significant pay gap is caused by the distribution of the workforce across the grading structure as more part time workers are paid at the lower grades.

Table 11 – Full Time part time Pay Gap by Grade – (Mean)						
Equal Work Group	Full Time Employees		Part Time Employees		Difference	
	Total	Median Total Hourly Rate	Total	Median Total Hourly Rate	£	%
APP	9	£12.59	0			
APP4	7	£8.90	0			
APP5	1	£11.93	0			
TC01	4	£11.89	2,205	£11.89	£0.00	-0.03%
TC02	13	£12.40	98	£12.06	£0.33	2.69%
TC03	10	£12.29	129	£12.29	£0.00	0.00%
TC04	68	£12.97	10	£13.02	-£0.05	-0.37%
TC05	161	£14.06	27	£13.96	£0.10	0.71%
TC06	148	£15.32	23	£15.30	£0.03	0.19%
TC07	50	£16.57	3	£16.84	-£0.27	-1.62%
TC08	28	£18.35	0			
TC09	22	£19.85	1	£20.18	-£0.33	-1.67%
TC10	21	£21.74	1	£22.12	-£0.38	-1.77%
TC11	5	£23.08	0			
TC12	12	£26.33	1	£26.52	-£0.19	-0.73%
TC13	8	£28.91	0			
TC15	10	£37.24	0			
CO	4	£55.91	0			
Total	581	£16.23	2,498	£12.00	£4.23	26.05%

Table 11a – Full Time part time Pay Gap by Grade – (Median)						
Equal Work Group	Full Time Employees		Part Time Employees		Difference	
	Total	Median Total Hourly Rate	Total	Median Total Hourly Rate	£	%
APP	9	£13.29	0			
APP4	7	£8.81	0			
APP5	1	£11.93	0			
TC01	4	£11.89	2,205	£11.89	£0.00	0.00%
TC02	13	£12.02	98	£12.02	£0.00	0.00%
TC03	10	£12.29	129	£12.29	£0.00	0.00%
TC04	68	£13.11	10	£13.11	£0.00	0.00%
TC05	161	£14.26	27	£14.26	£0.00	0.00%
TC06	148	£15.46	23	£15.46	£0.00	0.00%
TC07	50	£16.84	3	£16.84	£0.00	0.00%
TC08	28	£18.52	0			
TC09	22	£20.18	1	£20.18	£0.00	0.00%
TC10	21	£22.12	1	£22.12	£0.00	0.00%
TC11	5	£22.74	0			
TC12	12	£26.52	1	£26.52	£0.00	0.00%
TC13	8	£29.44	0			
TC15	10	£37.88	0			
CO	4	£55.80	0			
Total	581	£14.85	2,498	£11.89	£2.96	19.93%

Allowances and Additional Pay

- 6.11 As indicated in paragraph 6.7 it is more likely that male employees will receive additional payments due to the nature of the roles they undertake. Several male and female employees receive multiple different additional payments and therefore the total number of recipients shown in Table 11 reflects the number of allowances received as opposed the number of employees.
- 6.12 The total value of additional payments used in this report is £733,388 which £625,115 or 85.23% of the total is paid to male employees. Male employees also account for 84.74% of the total incidents of additional payments. If overtime is added these increases to £2.78 million of which £2.07 million or 75% additional payments are made to male employees.

Table 12 – Allowances by Gender

	Total		Males				Females			
Pay Element	Value - £	Recipients	Value - £	Recipients	% of Total Recipients	Average Value - £	Value - £	Recipients	% of Total Recipients	Average Value - £
Acting Up Allowance	6,634	49	876	6	12%	146	5,758	43	88%	134
Call Out (Disturb)	25,174	58	23,501	50	86%	470	1,673	8	14%	209
Comp Compensation Payment	28,420	165	3,590	15	9%	239	24,830	150	91%	166
Contractual Overtime	0	0	0	0	0%0	0	0	0	0%	0
First Aid Lunar	4,436	12	3,329	9	75%	370	1,107	3	25%	369
First Aid Monthly	8,480	24	5,312	15	63%	354	3,168	9	38%	352
First aid Monthly MW	961	3	352	1	33%	352	609	2	67%	305
Night Allowance	480	5	420	4	80%	105	60	1	20%	60
Night Working	54,071	64	53,703	60	94%	895	368	4	6%	92
Prestart Pay(HGV)	42,505	199	42,154	198	99%	213	351	1	1%	351
Prestart Pay(Van)	2,278	38	1,187	18	47%	66	1,091	20	53%	55
Standby All Week	48,493	68	46,987	66	97%	712	1,506	2	3%	753
Standby Mon Fri	163,890	297	161,794	286	96%	566	2,096	11	4%	191
Standby PH	30,783	204	30,080	199	98%	151	703	5	2%	141
Standby Sat	74,897	289	73,396	279	97%	263	1,501	10	3%	150
Standby Sun	74,245	290	72,901	279	96%	261	1,344	11	4%	122

Table 12 – Allowances by Gender

	Total		Males				Females			
Pay Element	Value - £	Recipients	Value - £	Recipients	% of Total Recipients	Average Value - £	Value - £	Recipients	% of Total Recipients	Average Value - £
Standby Winter Maintenance	25,060	111	24,776	110	99%	225	284	1	1%	284
TA Tool Allow	28,257	40	28,257	40	100%	706	0	0	0%	0
TU Trade Union Duties	0	0	0	0	0%	0	0	1	0%	0
Trav Time SJC	281	21	281	21	100%	13	0	0	0%	0
Unsocial Hours (F)	18,507	230	18,476	229	100%	81	31	1	0%	31
Unsocial Hours (V)	16,551	115	8,862	84	73%	106	7,689	31	27%	248
Weekend Allow (F)	71,088	51	23,668	18	35%	1,315	47,420	33	65%	1,437
Weekend Allow (V)	7,877	19	1,193	6	32%	199	6,684	13	68%	514
Winter Maint AA (PH)	0	0	0	0	0%	0	0	0	0%	0
Winter Maint AA(Sat)	20	1	20	1	100%	20	0	0	0%	0
Total	733,388	2,353	965	1,994	85%	7,828	108,273	360	15%	5,962

Table 12a – Overtime Allowances by Gender

	Total	Males	Females
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Pay Element	Value	Recipients	Value	Recipients	% of Total Recipients	Average Value	Value	Recipients	% of Total Recipients	Average Value
Overtime 1	73,908	80	63,867	74	0%	863	10,041	6	8%	1,674
Overtime 1.5	1,928,687	876	1,348,668	458	0%	2,945	580,019	418	48%	1,388
Overtime 2	25,636	155	25,168	150	0%	168	468	5	3%	94
Public Holiday Hrs 1	13,585	224	7,702	120	0%	64	5,883	104	46%	57
Public Holiday Hrs 2	5,142	52	965	10	0%	97	4,177	42	81%	99
Total Overtime	2,046,958	1,387	1,446,370	812	58.54%	4,136	600,588	575	41%	3,311

New Starters

6.13 The rate at which new starters join an organisation can also affect the gender pay gap. This is due to the level at which they start; either based on the seniority of the role or the point at which they start within the grade. The following table illustrates the number of new starters by grade and gender between 15/03/2023 and 15/03/2024.

6.14 As can be seen from Table 13, there have been 375 new starters in this period of which 34.40% are male and 65.60% are female. It can also be seen that 86.649% of females have started in roles that are graded at TC01 whereas male employees are more likely to be employed in more senior roles.

Table 13 – New Starters by Grade and Gender between 15/03/23 as at 15/03/2024							
Equal Work Group	Organisation	All Males			All Females		
	Total	Total	% of Grade	% of All Males	Total	% of Grade	% of All Females
APP	5	5	100.00%	3.73%	0	0.00%	0.00%
APP4	6	6	100.00%	4.69%	0	0.00%	0.00%
APP5	1	0	0.00%	0.00%	1	100.00%	0.40%
TC01	269	55	20.45%	42.97%	214	79.55%	86.64%
TC02	31	19	61.29%	14.84%	12	38.71%	4.86%
TC03	16	2	12.50%	1.56%	14	87.50%	5.67%
TC04	12	11	91.67%	8.59%	1	8.33%	0.40%
TC05	18	17	94.44%	13.28%	1	5.56%	0.40%
TC06	11	9	81.82%	7.03%	2	18.18%	0.81%
TC07	3	3	100.00%	2.33%	0	0.00%	0.00%
TC08	1	1	100.00%	0.78%	0	0.00%	0.00%
TC10	2	1	50.00%	0.78%	1	50.00%	0.40%
Total	375	129	34.40%	100.00%	246	65.60%	100.00%

6.14 Table 14 indicates that the overall gender pay gap for new starters is 3.88%. The overall average male hourly rate is higher due to them starting in more senior roles whereas the female average hourly rate is suppressed due to the number of women starting in roles at TC01. This is down from 11.54% in 2021. The gap at TC10 is due to a female accountant being recruited on a higher salary than the male workshop Supervisor.

Table 14 – New Starters – Gender Pay Gap – Mean Basic Pay Only

Equal Work Group	All Males		All Females		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
APP	4	£11.25	0			
APP4	6	£8.92	0			
APP5	0		1	£11.93		
TC01	55	£11.89	214	£11.89	£0.00	0.00%
TC02	19	£12.47	12	£12.08	£0.39	3.14%
TC03	2	£12.29	14	£12.29	£0.00	0.00%
TC04	11	£12.64	1	£12.59	£0.05	0.37%
TC05	17	£13.57	1	£13.26	£0.31	2.27%
TC06	9	£14.47	2	£14.47	£0.00	0.00%
TC07	4	£16.28	0			
TC08	1	£17.31	0			
TC10	1	£21.01	1	£22.12	-£1.11	-5.28%
Total	129	£12.50	246	£11.99	£0.51	4.04%

Job by Job Analysis

6.15 Table 15 illustrates the gender pay gap within roles where there are both male and female job holders. It should be noted that when the analysis of the gender pay gap is taken down to job level the number of job holders can affect the validity of the analysis. In some instances, there may only be one male or one female so the average rate will be determined by that individual. The comparator group of males or females may include more than one person who is currently paid across the grade, and this affects the average for the group as a whole. Compared to the previous audit in 2017 where there were 14 roles with pay gaps over 5% there are now no job titles where there is a significant pay gap.

6.16 The analysis is based on average basic hourly rate only.

Table 15 – Gender Pay Gap by Job Title						
Equal Work Group	All Males		All Females		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
Catering Assistant	8	£11.89	89	£11.89	£0.00	0.00%
Cleaner	6	£11.89	16	£11.89	£0.00	0.00%
Communal Cleaner	2	£12.02	1	£12.02	£0.00	0.00%
Facilities Assistant	9	£14.47	1	£14.47	£0.00	0.00%
Mobile Cleaner	1	£12.02	3	£12.02	£0.00	0.00%
School Cleaner	25	£11.89	91	£11.89	£0.00	0.00%
School Cleaner (Keyholder)	1	£12.02	6	£12.02	£0.00	0.00%
School Cleaner (Mobile)	5	£11.89	9	£11.89	£0.00	0.00%
School Crossing Patroller	9	£11.89	6	£11.89	£0.00	0.00%
Resources Assistant	11	£12.68	1	£12.70	-£0.02	-0.14%

7 Protected Characteristics

7.1 In addition to considering the pay gap based on gender Zellis have also identified the position based on a range of other characteristics including.

- Age
- Disability
- Ethnicity

Age

7.2 Table 15 illustrates the age-related pay gap. As can be seen the age-related pay gap is far greater within each age group than when calculating the gender pay gap based on grade. Typically, the age-related pay gap is less at the lower end of the age range but gradually increases with age. This reflects the extent to which it is more likely that women will take career breaks for family reasons including childcare and providing care for ageing relatives. This can create a situation whereby similarly qualified female employees are less able to take advantage of their qualifications and experience due to the need to combine work and family responsibilities. Overall we can see the Age related pay gap has decreased to 13.97%.

Table 16 – Age Related Pay Gap – Basic Pay								
Age Range	All Males		All Females		Difference		Previous Audit	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	2024 %	2021%	2017%
16 - 19	11	10.44	11	£11.89	-1.45	-13.92%	4.06%	7.70%
20 - 24	39	12.92	44	£12.13	1.91	6.14%	16.96%	15.90%
25 - 29	36	14.08	68	£11.97	2.2	14.95%	18.73%	16.40%
30 - 34	43	13.91	194	£12.09	2.4	13.07%	20.27%	14.30%
35 - 39	62	14.63	233	£12.03	2.27	17.79%	19.37%	13.20%
40 - 44	71	14.36	280	£12.51	2.07	12.91%	17.48%	24.20%
45 - 49	57	14.17	276	£12.27	2.18	13.44%	18.56%	16.60%
50 - 54	103	15.13	287	£12.39	2.23	18.10%	18.77%	20.70%
55 - 59	167	14.80	374	£12.38	2.41	16.32%	17.39%	22.30%
60 - 64	153	14.05	343	£12.17	2.18	13.39%	18.48%	21.50%
65+	82	13.49	145	£12.27	1.19	9.07%	11.18%	7.40%
Overall	824	14.26	2,255	£12.26	1.99	13.95%	17.63%	18.30%

7.3 The number of female employees in TC01 also affects the age-related pay gap. Due to the number of female employees within this grade the average hourly rate is reduced within each age range due to the proportion of female employees within TC01 and in each age range. This means that unlike male employees it does not appear that women's earnings increase with age. However, further analysis shows that if TC01 employees are excluded from the age analysis that the age-related pay gap reduces to 8.52% from 13.51% in 2021.

7.4 Table 16 illustrates the age-related pay gap if all TC01 employees are excluded from the age-related pay gap.

Table 17 – Age Related Pay Gap – Basic Pay						
Age Range	All Males		All Females		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
16 - 19	11	£10.44				
20 - 24	24	£13.57	6	£13.63	-£0.07	-0.49%
25 - 29	26	£14.92	8	£12.61	£2.31	15.51%
30 - 34	28	£14.99	24	£13.52	£1.48	9.85%
35 - 39	47	£15.51	31	£12.93	£2.57	16.59%
40 - 44	42	£16.07	56	£14.99	£1.08	6.74%
45 - 49	42	£14.98	50	£13.97	£1.02	6.80%
50 - 54	73	£16.46	49	£14.81	£1.65	10.02%
55 - 59	108	£16.39	64	£14.77	£1.61	9.85%
60 - 64	97	£15.30	48	£13.90	£1.40	9.14%
65+	29	£16.42	20	£14.63	£1.79	10.90%
Total	527	£15.58	357	£14.26	£1.33	8.50%

Disability

7.5 The disability pay gap is defined as.

‘The difference between disabled men’s or women’s earnings as a percentage of non-disabled men’s or women’s earnings’

The following analysis is based on all employees who have provided information on disability, any employee who has not responded to this question has been excluded from the analysis. The analysis is therefore based on 2,057 (66.81%) employees out of a total of 3,079.

7.6 Table 17 indicates that based on all employees irrespective of gender the disability pay gap is -1.75% (reduced from -2.46% in 2021) indicating that disabled employees earn more than non-disabled employees. In Tables 16a and 16b we have also taken gender into account by basing the analysis on gender and disability.

7.7 The disability pay gap between disabled and non-disabled females is -2.32% whereby disabled females earn more than non-disabled females. (See Table 17a)

7.8 The disability pay gap between disabled and non-disabled males is 3.97% (reduced from 4.22% in 2021) whereby non-disabled males earn more than disabled males. (See Table 17b)

It should be noted that the number of disabled males and females accounts for a relatively small proportion of the overall workforce, so comparisons are affected by the number of employees and more vulnerable to individual hourly rates.

Table 18 – Disability Related Pay Gap All Employees – Mean Basic Pay Only						
Equal Work Group	Non-Disabled		Disabled		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
APP	3	£14.33	0			
APP4	0		0			
APP5	0		0			
TC01	1,454	£11.90	78	£11.89	£0.01	0.05%
TC02	64	£12.02	2	£12.02	£0.00	0.00%
TC03	96	£12.29	4	£12.29	£0.00	0.00%
TC04	48	£13.07	0			
TC05	133	£14.17	8	£14.26	-£0.10	-0.68%
TC06	135	£15.40	9	£15.39	£0.00	0.02%
TC07	39	£16.61	4	£16.84	-£0.23	-1.38%
TC08	23	£18.44	2	£18.41	£0.03	0.16%
TC09	15	£19.92	3	£20.18	-£0.26	-1.31%
TC10	16	£21.84	0			
TC11	3	£23.02	0			
TC12	11	£26.31	1	£26.52	-£0.21	-0.80%
TC13	4	£29.02	1	£29.44	-£0.42	-1.46%
TC15	10	£37.24	0			
CO	3	£51.88	0			
Total	2,057	£12.93	112	£13.16	-£0.23	-1.76%

Table 18a – Disability Pay Gap – Females – Mean Basic Pay Only

Equal Work Group	Non-Disabled Females		Disabled Females		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
APP5	0		0			
TC01	1,277	£11.89	57	£11.89	£0.00	0.03%
TC02	49	£12.02	2	£12.02	£0.00	0.00%
TC03	93	£12.29	4	£12.29	£0.00	0.00%
TC04	18	£13.07	0			
TC05	29	£14.05	0			
TC06	33	£15.35	4	£15.31	£0.05	0.30%
TC07	10	£16.55	1	£16.84	-£0.29	-1.75%
TC08	3	£18.12	0			
TC09	9	£19.90	2	£20.18	-£0.28	-1.41%
TC10	6	£22.12	0			
TC12	6	£26.39	1	£26.52	-£0.13	-0.49%
TC13	1	£27.75	0			
TC15	4	£37.08	0			
CO	1	£44.04	0			
Total	1,539	£12.33	71	£12.62	-£0.29	-2.32%

Table 18b – Disability Pay Gap – Males – Mean Basic Pay Only

Equal Work Group	Non-Disabled Males		Disabled Males		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	£	%
APP	3	£14.33	0			
APP4	0		0			
TC01	177	£11.92	21	£11.89	£0.03	0.23%
TC02	15	£12.02	0			
TC03	3	£12.29	0			
TC04	30	£13.08	0			
TC05	104	£14.20	8	£14.26	-£0.06	-0.45%
TC06	102	£15.41	5	£15.46	-£0.05	-0.33%
TC07	30	£16.60	3	£16.84	-£0.24	-1.46%
TC08	20	£18.48	2	£18.41	£0.08	0.42%
TC09	6	£19.95	1	£20.18	-£0.23	-1.15%
TC10	10	£21.66	0			
TC11	3	£23.02	0			
TC12	5	£26.21	0			
TC13	3	£29.44	1	£29.44	£0.00	0.00%
TC15	5	£37.88	0			
CO	2	£55.80	0			
Total	519	£14.72	41	£14.10	£0.62	4.20%

Ethnicity

7.9 The ethnicity pay gap refers to;

‘The difference between the earnings of men or women from various ethnic minority groups as a percentage of Non-Ethnic Minority Groups men’s or women’s earnings.’

The classifications within the data used of this report refers to white but do not distinguish between White British or White Other (referred to as non-minority ethnic). The comparisons in the following tables therefore provide comparisons between various ethnic minority groups and non-minority Ethnic employees. The analysis is based on the records of 2,930 (95.16%) of the workforce as the remaining employees have not provided the required data.

7.10 Table 18 illustrates the composition of the workforce based on ethnic origin. As can be seen only 65 (2.11%) are from Ethnic Minority Groups. The majority of these are concentrated in Grade TC01.

Table 19 – Distribution of Workforce by Ethnic Group							
Equal Work Group	Organisation	Non-Minority Ethnic			Other Ethnic Minority Groups		
	Total	Total	% of Group	% of Non-Minority Ethnic	Total	% of Group	% of Other Ethnic Minority Groups
APP	9	9	100.00%	0.31%	0	0.00%	0.00%
APP4	7	7	100.00%	0.24%	0	0.00%	0.00%
APP5	1	1	100.00%	0.03%	0	0.00%	0.00%
TC01	2,209	2,070	93.71%	72.25%	57	2.58%	87.69%
TC02	111	90	81.08%	3.14%	1	0.90%	1.54%
TC03	139	135	97.12%	4.71%	3	2.16%	4.62%
TC04	78	68	87.18%	2.37%	1	1.28%	1.54%
TC05	188	179	95.21%	6.25%	0	0.00%	0.00%
TC06	171	155	90.64%	5.41%	1	0.58%	1.54%
TC07	53	51	96.23%	1.78%	0	0.00%	0.00%
TC08	28	27	96.43%	0.94%	0	0.00%	0.00%
TC09	23	22	95.65%	0.77%	1	4.35%	1.54%
TC10	22	19	86.36%	0.66%	0	0.00%	0.00%

TC11	5	5	100.00%	0.17%	0	0.00%	0.00%
TC12	13	11	84.62%	0.38%	0	0.00%	0.00%
TC13	8	6	75.00%	0.21%	0	0.00%	0.00%
TC15	10	7	70.00%	0.24%	1	10.00%	1.54%
CO	4	3	75.00%	0.10%	0	0.00%	0.00%
Total	3,079	2,865	93.05%	100.00%	65	2.11%	100.00%

7.11 Based on the total workforce the overall ethnic pay gap is 1.98% down from 4.62% in 2021 and 5.38% in 2017 (see Table 19) when gender is not considered.

Table 20 – Ethnicity Related Pay Gap – Basic Pay Only						
Equal Work Group	Non-Minority Ethnic		Other Ethnic Minority Groups		Difference	
	Total	Mean Basic Hourly Rate	Total	Mean Basic Hourly Rate	Difference (£)	Pay Gap (%)
APP	9	£12.59	0			
APP4	7	£8.90	0			
APP5	1	£11.93	0			
TC01	2,070	£11.89	57	£11.89	£0.00	0.01%
TC02	90	£12.02	1	£12.02	£0.00	0.00%
TC03	135	£12.29	3	£12.29	£0.00	0.00%
TC04	68	£12.98	1	£12.81	£0.17	1.31%
TC05	179	£14.04	0			
TC06	155	£15.31	1	£15.46	-£0.15	-0.96%
TC07	51	£16.59	0			
TC08	27	£18.34	0			
TC09	22	£19.90	1	£19.05	£0.85	4.27%
TC10	19	£21.73	0			
TC11	5	£23.08	0			
TC12	11	£26.31	0			

TC13	6	£29.01	0			
TC15	7	£37.88	1	£37.88	£0.00	0.00%
CO	3	£51.88	0			
Total	2,865	£12.74	65	£12.49	£0.25	1.98%

7.12 In view of the low number of employees from other ethnic minority groups within each grade we have not included a detailed grade by grade analysis based on gender.

In view of the small number of employees from other ethnic minority groups the analysis in terms of the pay gap is not statistically valid. The most significant issue is the low number of employees from other ethnic minority groups and the fact that they are predominantly in grade TC01, 87.69% of the total other ethnic minority groups workforce.

Appendix 2

EMPLOYEE EQUALITY MONITORING DATA 01/04/23 – 31/03/24

The tables below illustrate equalities profiling (gender, nationality and disability) in respect of:

1. Recruitment
2. Disciplinary
3. Leavers

Where concerns are identified they will be investigated further and addressed where appropriate.

NB: Only double-digit sample sizes are considered sufficient to draw any reliable conclusions.

1.1 Recruitment by Gender

Unit/Division	No of Applicants	No of Applicants Interviewed	% of Applicants Interviewed	No of Successful Applicants	% of Total Applicants Employed
CATERING					
M	335	68	20.30%	9	2.69%
F	2213	436	19.70%	63	2.85%
U	19	6	31.58%	1	5.26%
Total	2567	510	19.87%	73	2.84%
CLEANING					
M	840	152	18.10%	27	3.21%
F	2101	426	20.28%	74	3.52%
U	32	16	50.00%	2	6.25%
Total	2973	594	19.98%	103	3.46%
FMS					
M	235	20	8.51%	14	5.96%
F	91	45	49.45%	2	2.20%
U	1	1	100.00%	0	0.00%
Total	327	66	20.18%	16	4.89%
CONSTRUCTION					
M	567	64	11.29%	14	2.47%
F	22	5	22.73%	1	4.55%
U	11	1	9.09%	0	0.00%
Total	600	70	11.67%	15	0.025%
SUPPORT					
M	48	12	25.00%	2	4.17%
F	48	23	47.92%	8	16.67%
U	0	0	0.00%	0	0.00%
Total	96	35	36.46%	10	10.42%
TRANSPORT					
M	102	21	20.59%	4	3.92%
F	5	2	40.00%	0	0.00%
U	1	0	0.00%	0	0.00%
Total	108	23	21.30%	4	3.70%
FACILITIES MANAGEMENT					
M	2	0	0.00%	0	0.00%
F	3	0	0.00%	0	0.00%
U	0	0	0.00%	0	0.00%
Total	5	0	0.00%	0	0.00%

Observations:

Very encouraging to see that in almost all areas, applicants were equally likely to be appointed if they were male or female, particularly in Catering and Cleaning jobs which historically have been the preserve of females.

In FMS (janitorial, etc.) whilst encouraging that almost 50% of female applicants were interviewed, it is disappointing that a male was still twice as likely to be appointed.

In Construction, no bias against females who apply. However, the traditional perception of construction work being for males only persists, e.g. 26 times as many males as females applied for jobs in this sector.

In Support Services, the data suggests, on the face of it, that there is a bias towards female candidates who are four times more likely to be appointed than males.

1.2 Recruitment by Nationality

Unit/Division	No of Applicants	No of Applicants Interviewed	% of Applicants Interviewed	No of Successful Applicants	% of Total Applicants Employed
CATERING					
PREFERNOT	16	1	6.25%	1	6.25%
LITHUANIAN	7	1	14.29%	1	14.29%
ASIAN	32	2	6.25%	1	3.13%
AFRICAN	32	3	9.38%	1	3.13%
OTHER	90	13	14.44%	3	3.33%
HUNGARIAN	10	5	50.00%	1	10.00%
BRITISH	246	61	24.80%	12	4.88%
POLISH	135	21	15.56%	4	2.96%
SCOTTISH	1714	353	20.60%	51	2.98%
ENGLISH	100	21	21.00%	2	2.00%
BULGARIAN	31	4	12.90%	0	0.00%
BANGLADESH	29	6	20.69%	0	0.00%
INDIAN	23	4	17.39%	0	0.00%
PAKISTANI	23	3	13.04%	0	0.00%
LATVIAN	18	2	11.11%	0	0.00%
SPANISH	10	4	40.00%	0	0.00%
IRISH	7	1	14.29%	0	0.00%
NOTSTATED	7	2	28.57%	0	0.00%
GREEK	5	0	0.00%	0	0.00%
NIRISH	4	0	0.00%	0	0.00%
THAI	4	0	0.00%	0	0.00%
CZECH	3	1	33.33%	0	0.00%
SLOVAKIAN	3	0	0.00%	0	0.00%
SOUTHAFRIC	3	0	0.00%	0	0.00%
WELSH	3	0	0.00%	0	0.00%
AMERICAN	2	0	0.00%	0	0.00%
CHINESE	2	0	0.00%	0	0.00%
ESTONIAN	2	0	0.00%	0	0.00%
FRENCH	2	0	0.00%	0	0.00%
CARIBBEAN	1	0	0.00%	0	0.00%
FILIPINO	1	0	0.00%	0	0.00%
PORTUGUESE	1	1	100.00%	0	0.00%
TURKISH	1	1	100.00%	0	0.00%
TOTAL FOR CATERING	2567	510	19.87%	77	3.00%

CLEANING					
PREFERNOT	39	3	7.69%	2	5.13%
NOTSTATED	7	2	28.57%	1	14.29%
LATVIAN	25	5	20.00%	2	8.00%
BRITISH	240	51	21.25%	20	8.33%
AFRICAN	271	18	6.64%	6	2.21%
WELSH	6	3	50.00%	1	16.67%
ENGLISH	66	17	25.76%	4	6.06%
INDIAN	57	5	8.77%	1	1.75%
SCOTTISH	1845	406	22.01%	75	4.07%
POLISH	136	27	19.85%	4	2.94%
OTHER	118	27	22.88%	3	2.54%
ASIAN	38	2	5.26%	0	0.00%
BULGARIAN	33	2	6.06%	0	0.00%
PAKISTANI	27	4	14.81%	0	0.00%
BANGLADESH	13	2	15.38%	0	0.00%
SPANISH	7	1	14.29%	0	0.00%
CZECH	5	2	40.00%	0	0.00%
LITHUANIAN	5	0	0.00%	0	0.00%
SOUTHAFRIC	5	1	20.00%	0	0.00%
THAI	5	2	40.00%	0	0.00%
GREEK	4	1	25.00%	0	0.00%
HUNGARIAN	4	1	25.00%	0	0.00%
CHINESE	3	0	0.00%	0	0.00%
NIRISH	3	0	0.00%	0	0.00%
PORTUGUESE	2	0	0.00%	0	0.00%
SLOVAKIAN	2	0	0.00%	0	0.00%
AMERICAN	1	0	0.00%	0	0.00%
BRAZILIAN	1	1	100.00%	0	0.00%
ESTONIAN	1	0	0.00%	0	0.00%
FILIPINO	1	0	0.00%	0	0.00%
FRENCH	1	0	0.00%	0	0.00%
IRISH	1	0	0.00%	0	0.00%
TURKISH	1	0	0.00%	0	0.00%
TOTAL FOR CLEANING	2973	583	19.61%	119	4.00%

Observations:

For the organisation as a whole, it appears concerning, on the face of it, that of 320 African applicants, only 24 were interviewed and only 8 were employed. However, that equates to 2.5% of African applicants being appointed compared to 3.6% of total applicants being appointed. Therefore, a 1.1% difference is not as concerning as the figures may appear at first sight.

However, it is a significant concern that of 274 Asian applicants, only 3 were appointed which means an Asian applicant is almost four times less likely to be appointed compared to applicants in general.

It is also concerning that of 67 Bulgarian applicants, **none** were appointed.

Unit/Division	No of Applicants	No of Applicants Interviewed	% of Applicants Interviewed	No of Successful Applicants	% of Total Applicants Employed
FMS					
AFRICAN	8	2	25.00%	1	12.50%
POLISH	4	2	50.00%	1	25.00%
PREFERNOT	4	2	50.00%	1	25.00%
BRITISH	36	3	8.33%	1	2.78%
OTHER	11	3	27.27%	1	9.09%
SCOTTISH	233	48	20.60%	12	5.15%
ENGLISH	11	4	36.36%	1	9.09%
INDIAN	6	0	0.00%	0	0.00%
ASIAN	3	0	0.00%	0	0.00%
PAKISTANI	3	0	0.00%	0	0.00%
BRAZILIAN	1	0	0.00%	0	0.00%
BULGARIAN	1	0	0.00%	0	0.00%
CANADIAN	1	0	0.00%	0	0.00%
GREEK	1	1	100.00%	0	0.00%
LATVIAN	1	0	0.00%	0	0.00%
SOUTHAFRICAN	1	0	0.00%	0	0.00%
SPANISH	1	0	0.00%	0	0.00%
WELSH	1	0	0.00%	0	0.00%
TOTAL FOR FMS	327	65	19.88%	18	5.50%
CONSTRUCTION					
ENGLISH	17	1	5.88%	1	5.88%
WELSH	4	1	25.00%	1	25.00%
LATVIAN	1	1	100.00%	1	100.00%
NOTSTATED	1	1	100.00%	1	100.00%
BRITISH	57	3	5.26%	2	3.51%
SCOTTISH	479	63	13.15%	11	2.30%
POLISH	11	0	0.00%	0	0.00%
OTHER	6	0	0.00%	0	0.00%
AFRICAN	5	0	0.00%	0	0.00%
ASIAN	3	0	0.00%	0	0.00%
HUNGARIAN	3	0	0.00%	0	0.00%
IRISH	3	1	33.33%	0	0.00%
SLOVAKIAN	3	0	0.00%	0	0.00%
PAKISTANI	2	0	0.00%	0	0.00%
FILIPINO	1	0	0.00%	0	0.00%
LITHUANIAN	1	0	0.00%	0	0.00%
PREFERNOTOSAY	1	0	0.00%	0	0.00%
SPANISH	1	0	0.00%	0	0.00%
THAI	1	0	0.00%	0	0.00%
TOTAL FOR CONSTRUCTION	600	71	11.83%	17	2.83%
SUPPORT					
SCOTTISH	64	26	40.63%	9	14.06%
BRITISH	11	5	45.45%	1	9.09%
OTHER	4	0	0.00%	0	0.00%
AFRICAN	3	1	33.33%	0	0.00%
POLISH	3	0	0.00%	0	0.00%
ASIAN	2	1	50.00%	0	0.00%
BANGLANDESH	2	0	0.00%	0	0.00%
BULGARIAN	2	0	0.00%	0	0.00%
INDIAN	1	0	0.00%	0	0.00%
PAKISTANI	1	1	100.00%	0	0.00%
SPANISH	1	1	100.00%	0	0.00%
WELSH	1	0	0.00%	0	0.00%
TOTAL FOR SUPPORT	95	35	36.84%	10	10.53%
TRANSPORT					
SCOTTISH	89	20	22.47%	4	4.49%
BRITISH	10	2	20.00%	0	0.00%
PAKISTANI	3	0	0.00%	0	0.00%
POLISH	2	1	50.00%	0	0.00%
AFRICAN	1	0	0.00%	0	0.00%
ENGLISH	1	1	100.00%	0	0.00%
IRISH	1	0	0.00%	0	0.00%
OTHER	1	0	0.00%	0	0.00%
TOTAL FOR TRANSPORT	108	24	22.22%	4	3.70%
FACILITIES MANAGEMENT					
SCOTTISH	3	1	33.33%	1	33.33%
BRITISH	1	0	0.00%	0	0.00%
PORTUGUESE	1	0	0.00%	0	0.00%
TOTAL FOR FM	5	1	20.00%	1	20.00%
GRAND TOTAL	6670	1288	19.31%	245	3.67%

1.3 Recruitment by Disability

Unit/Division	No of Applicants	No of Applicants Interviewed	% of Applicants Interviewed	No of Successful Applicants	% of Total Applicants Employed
SUPPORT SERVICES	15	13	87%	3	20.00%
CONSTRUCTION	18	4	22%	1	5.56%
FMS	44	10	23%	2	4.55%
CLEANING	324	72	22%	11	3.40%
CATERING	212	51	24%	6	2.83%
TRANSPORT	6	1	17%	0	0.00%
GRAND TOTAL (APPLICANTS WITH DISABILITIES)	619	151	24%	23	3.72%
GRAND TOTAL (ALL APPLICANTS)	6670	1288	19%	245	3.67%

Observations:

This shows that people with a disability are just as likely to be appointed as those without a disability. This is hugely encouraging.

However, it is a concern that only 12% of applicants were interviewed, as Tayside Contracts Guaranteed Job Interview Scheme commits to interviewing all employees with a disability if they meet essential criteria for a job.

2.1 Disciplinary by Gender

Division/Unit/Gender	Total No. of Employees	No of Employees Disciplined	% of Employees Disciplined
CATERING			
F	737	17	2%
M	41	0	0%
Total	778	17	2%
CLEANING			
F	826	10	1%
M	166	5	3%
Total	992	15	4%
CONSTRUCTION			
F	15	0	0%
M	322	32	10%
Total	337	32	10%
FM			
F	97	1	1%
M	206	9	4%
Total	303	10	5%
ORGANISATION TOTAL	2410	74	3%

Observations:

There is no cause for concern regarding any bias being shown by managers when applying disciplinary procedures.

2.2 Disciplinary by Nationality

Division/Unit Nationality	Total No. of Employees by Unit and Nationality	No of Employees Disciplined	% of Employees Disciplined
CATERING	778	17	2%
OTHER	76	6	7.9%
ENGLISH	42	2	4.8%
SCOTTISH	609	9	1.5%
BRITISH	43	0	0.0%
IRISH	5	0	0.0%
WELSH	3	0	0.0%
CLEANING	992	15	2%
OTHER	146	4	2.7%
SCOTTISH	768	11	1.4%
BRITISH	43	0	0.0%
ENGLISH	30	0	0.0%
IRISH	2	0	0.0%
WELSH	3	0	0.0%
CONSTRUCTION	338	29	9%
BRITISH	18	2	11.1%
SCOTTISH	269	27	10.0%
ENGLISH	13	0	0.0%
IRISH	1	0	0.0%
WELSH	0	0	0.0%
OTHER	37	0	0.0%
FM	303	10	3%
OTHER	48	3	6.3%
SCOTTISH	225	7	3.1%
BRITISH	15	0	0.0%
ENGLISH	12	0	0.0%
IRISH	1	0	0.0%
WELSH	2	0	0.0%
ORGANISATION TOTAL	2411	71	3%

Observations:

Although we are working with very small sample sizes, it is notable that non-UK nationals appear more likely to be disciplined than UK nationals. Although in Construction, it is worth noting that of 37 non-UK nationals, none were disciplined.

2.3 Disciplinary by Disability

Division/Unit	Total No. of Disabled Within Each Unit	No of Disabled Employees Disciplined	% of Disabled Employees Disciplined	% of Employees who were Disciplined
CATERING	14	0	0%	0.00%
CLEANING	43	0	0%	0.00%
CONSTRUCTION	15	1	7%	100.00%
ORGANISATION TOTAL	72	1	1%	

3.1 Leaver by Gender

	Total Number of Employees	No Of Leavers	% of Leavers
Catering			
M	52	10	19.23%
F	906	133	14.68%
U	0	0	
Total	958	143	33.91%
In Catering, males were more likely to leave than females.			
Cleaning			
M	205	33	16.10%
F	1059	199	18.79%
U	0	0	
Total	1264	232	34.89%
In Cleaning, females were slightly more likely to leave than males.			
FMS			
M	234	33	14.10%
F	95	11	11.58%
U	0	0	
Total	329	44	25.68%
In FMS, males were slightly more likely to leave than females.			
Facilities Management			
M	11	0	0.00%
F	18	1	5.56%
U	0	0	
Total	29	1	5.56%
In Facilities Management, females were more likely to leave than males.			
Support			
M	24	5	20.83%
F	65	11	16.92%
U	0	0	
Total	89	16	37.76%
In Support Services, males were more likely to leave than females.			
Construction			
M	323	36	11.15%
F	9	2	22.22%
U	1	0	0.00%
Total	333	38	33.37%
It's disappointing to see 2 female leavers in the already small number of females in Construction.			
Transport			
M	59	8	13.56%
F	8	0	0.00%
U	0	0	
Total	67	8	13.56%
In Transport, it was encouraging to see no female leavers.			
Grand Total	3069	482	15.71%
M	908	125	13.77%
F	2160	357	16.53%
Proportionately, females are 1.2 times more likely to leave than males.			

3.2 Leavers by Nationality

	Total Number of		
	Employees	No Of Leavers	% of Leavers
CATERING			
OTHER MIXED	1	1	100.00%
PAKISTANI	3	3	100.00%
ASIAN	2	1	50.00%
HUNGARIAN	4	2	50.00%
LITHUANIAN	2	1	50.00%
WELSH	5	2	40.00%
POLISH	19	4	21.05%
BULGARIAN	5	1	20.00%
NOTSTATED	20	4	20.00%
BRITISH	58	11	18.97%
OTHERWHITE	12	2	16.67%
ENGLISH	56	8	14.29%
SCOTTISH	737	103	13.98%
	883	143	16.19%
CLEANING			
ASIAN	2	2	100.00%
FILIPINO	1	1	100.00%
OTHER BLACK	1	1	100.00%
PORTUGUESE	1	1	100.00%
SOUTHAFRICAN	2	2	100.00%
IRISH	4	2	50.00%
AFRICAN	14	6	42.86%
BRITISH	60	14	23.33%
ENGLISH	43	10	23.26%
OTHERWHITE	31	6	19.35%
SCOTTISH	962	174	18.09%
OTHER	6	1	16.67%
NOTSTATED	45	7	15.56%
POLISH	57	5	8.77%
	1,101	232	21.07%
SUPPORT			
NOT STATED	3	3	100.00%
BRITISH	4	1	25.00%
ENGLISH	4	1	25.00%
SCOTTISH	44	11	25.00%
	55	16	29.09%
FMS			
OTHERWHITE	2	1	50.00%
PREFERNOT	5	1	20.00%
BRITISH	18	3	16.67%
ENGLISH	14	2	14.29%
SCOTTISH	267	33	12.36%
NOT STATED	41	5	12.20%
	345	45	13.04%
CONSTRUCTION			
OTHERWHITE	4	1	25.00%
NOT STATED	9	2	22.22%
ENGLISH	15	2	13.33%
SCOTTISH	252	32	12.70%
BRITISH	19	1	5.26%
	299	38	12.71%
TRANSPORT			
WELSH	1	1	100.00%
NOT STATED	3	1	33.33%
SCOTTISH	54	6	11.11%
	58	8	13.79%

Observations:
Generally, where there is a large enough sample size to draw any conclusions there is no concern about the profile of leavers from an equalities perspective. However, although the sample size is small, there is a concern about the number of leavers defining themselves as 'African' in the Cleaning Unit, where the percentage number of African employees who left was double the Cleaning Unit average.

3.3 Leavers by Disability

	Total No. of Employees with disabilities	No. of Leavers with a disability	% of Leavers with disabilities	% of Leavers
Cleaning	52	8	15.38%	18.35%
FMS	13	2	15.38%	13.37%
Construction	17	2	11.76%	11.41%
Catering	18	2	11.11%	14.93%
Total	100	14	14.00%	15.85%

*Observations:
Encouragingly this data shows that employees in the four units where people with disabilities are employed, are slightly less likely to leave than those with no disabilities.*