

Turning Point Scotland

Gender Pay Gap Report

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1. Foreword

Turning Point Scotland is a national charity providing high quality social care across Scotland. Our values and aim- 'Because People Matter'- intimates the people focussed culture of the organisation, respect for individuals and the focus on equality. The anti-discriminatory practices that we hold extend to our management of people and we are pleased that this is apparent in the analysis we have undertaken for this report. We do not have a significant gap in pay between men and women. Our *mean* gap is 0% and our *median* gap is -2%.

Our pay practices and structures are gender neutral and we work hard to develop our employees into promoted posts, which in turn ensures that women are well represented in service management roles. New roles and existing roles are fully considered, reviewed and analysed to examine tasks, market rate pay in sector and out, and how the role fits in the organisational structure in terms of equality and level of responsibility. Strict centrally authorised salary matching protocols are in place for new starts to ensure fairness and consistency.

Our aim is that we continue to ensure that our HR, recruitment and pay practices are anti-discriminatory and that we actively review and check our practices regularly to ensure our high standards do not slip. Both a new succession and talent management policy and pay and reward policy are currently being consulted on so formalising our processes and ensuring transparency. Our senior management team is small (4) and Wendy Spencer, our Director of Operations, makes up the 25% of female to male ratio. We are conscious of the gender balance in our senior and leadership teams and will continue to work towards ensuring that the board, 43% of whom were women on the 5th of April 2018, moves towards equal representation of women and men. Whilst Turning Point Scotland see this as important, we are also mindful of the need to value diversity around other protected characteristics. Our anti-discriminatory practices are also effective in working towards equality for people with a disability; with lived-experience of addictions, mental health or homelessness; of differing national and ethnic origins; and of different sexual orientations.

We value all of our employees and would want to ensure that Turning Point Scotland continues to be a great place to work.

I can confirm this report is accurate.



Neil Richardson (Chief Executive)

2. Gender pay gap and Equal Pay

One of the main questions asked when discussing the Gender Pay Gap analysis is what the difference is between this analysis and doing an equal pay report where the organisation could confirm that men and women are paid the same for the same and like work (work of equal value). The difference is that gender pay examines women's pay as a collective group against men's pay (average earnings). This means that the examination becomes greater than about equal pay for equal jobs but the cultural and structural inequalities that exist within organisations, and beyond, around the proportion of women in lower paid roles compared to higher paid roles, the pay assigned within the pay band for roles, and also by implication the fluidity and career pathways within the organisation to ensure that the proportion of men to women within the organisation is consistent at different levels of pay and seniority in the organisation (in this analysis we use quartiles).

As we do not have any bonus system or additional management allowances such as car payments or responsibility allowances we avoid the risk of gender pay gap pitfalls which these payments present.

3. Summary of data

The data analysed is based on a 'snapshot' of the 5th of April 2018.

At Turning Point Scotland our workforce is made up of 67.76% women and 32.24% men of the 'total relevant employees'. The definitions used in this analysis are in line with the requirements as laid out by the Government Equalities Office.

Total female	767	67.76%
Total male	365	32.24%
M to F ratio	1:2.1	2.1 female full pay relevant employees to every male full pay relevant employee

The analysis showed that our overall gender gap by *mean* (difference in the averages for men and women's pay) is 0%. At *median* point (difference in the midpoint for men and women's pay) is -2%.

<u>FT Female Mean</u>	<u>£10.23</u>	<u>FT Mean Gender Pay Gap</u>	<u>0</u> %
<u>FT Male Mean</u>	<u>£10.23</u>		
<u>FT Female Median</u>	<u>£9.21</u>	<u>FT Median Gender Pay Gap</u>	<u>-2.00</u> %
<u>FT Male Median</u>	<u>£8.99</u>		

4. Understanding

To fully understand the differences and potential difference in pay the analysis focuses on breaking the whole workforce down into the four quartiles (bands of pay being: lower, lower-middle, upper-middle, upper). Our pay gap, although small, appears this year to be most noticeable in the first quartile where we have proportionately more men than women and the fourth quartile where we have proportionately more women than men. Having done some work around internal pathways and promotions to reduce last year's gap in quartile 3, it is likely this has had an impact with more women being promoted and secured into posts that sit in quartile 4. The increasing number of men in the lowest pay quartile (one), is likely to be in relation to the increasing number of men at entry grade with little experience of social care. The increasing Scottish Living Wage has also begun to cluster and lift lower paid workers so slowly slightly reducing the range of pay. This trend is set to continue.

	Quartile Gender population (Without overtime)		Population total		%		%
All	767	365	1132	Female	67.76	Male	32.24
Quartile 1 Lower	181	102	283	Female	63.96	Male	36.04
Quartile 2 Lower Middle	195	88	283	Female	68.90	Male	31.10
Quartile 3 Upper Middle	186	97	283	Female	65.72	Male	34.28
Quartile 4 Upper	205	78	283	Female	72.44	Male	27.56

5. Taking action

- A. This is the second year that have analysed our gender pay gap and we will continue to do so. We will continue to embed and pursue best practice and to be rigorous around our anti-discriminatory pay practices. Our listed actions from last year will continue to be undertaken as they were set for the period 2018-2020.
- B. We will continue to provide career progression opportunities, leadership training and strong role models for our employees to enable and support women in progressing within the workplace and ensure that Turning Point Scotland has no 'glass ceiling'. Our career development workshops will be increased in number and be made more accessible to our employees across different geographies. This should further support greater fluidity in internal career progression, and we will focus this more this year on support practitioners seeking role as lead practitioners and assistant service co-ordinators to seek to impact on quartile one.
- C. In addition to the positive schemes we have in place at Turning Point Scotland (childcare vouchers, flexible working request scheme, enhanced maternity leave, learning and development opportunities, trade union and employee representative group voice), we will

continue to challenge ourselves and each other to ensure we have a friendly, open and respectful culture where equality is at the core.

- D. We will discuss and consider increasing the number of lower management posts that we advertise as potentially flexible/job share opportunities.
- E. Focus will be given to the female representation within our board of directors to promote equal representation in leadership roles and leadership discussions, and to meeting the Scottish Government's programme, *Partnership for Change*, voluntary commitment to 50/50 gender representation on boards by 2020.

