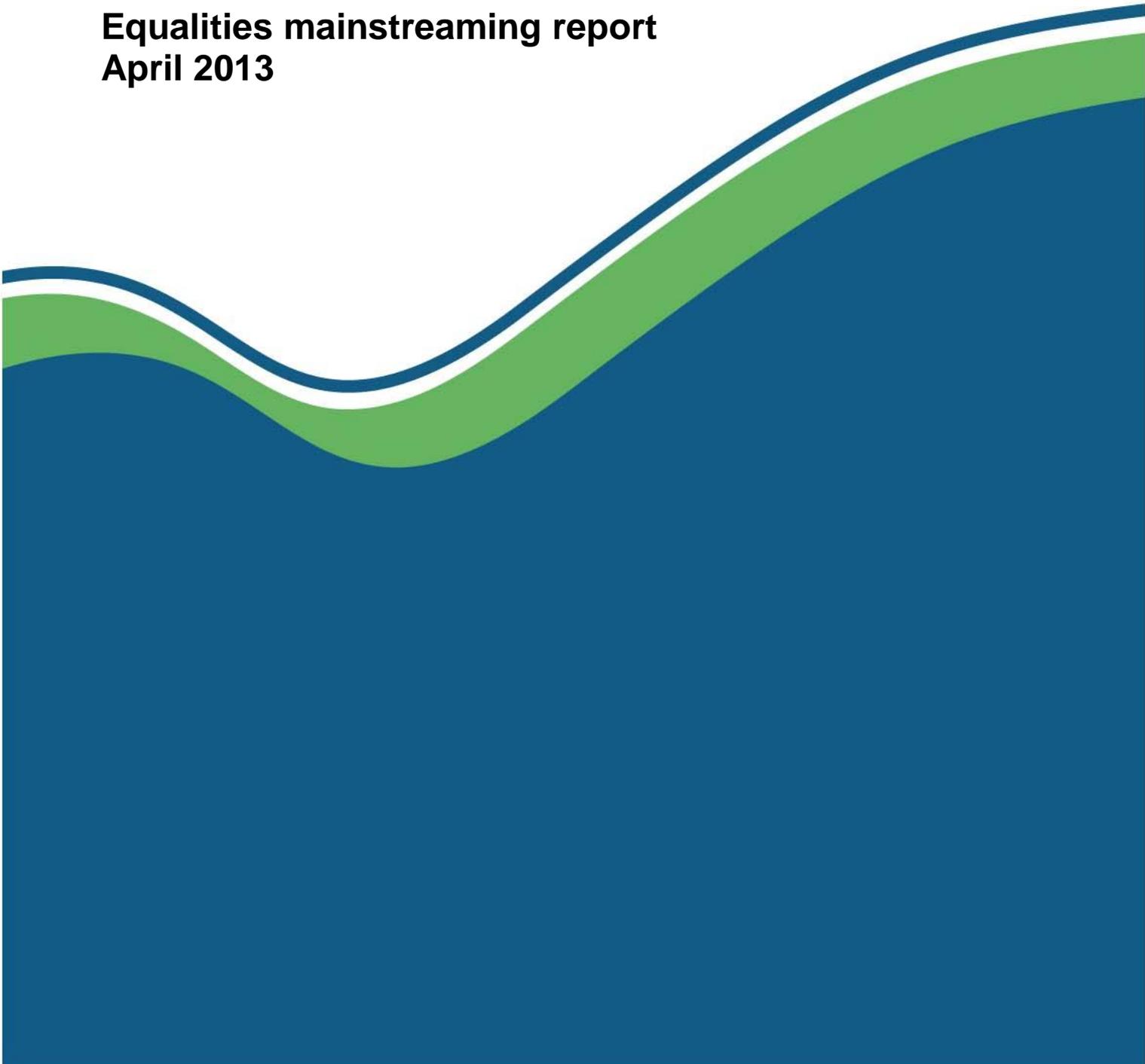




Equalities mainstreaming report

April 2013



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About this report

This report is our first with regard to the specific duties of the Equality Act. It explains what we have done in making equalities integral to our functions, our commitment to being an equality focussed business and employer as well as setting our equality outcomes for 2013-2017.

About us

We are a non-departmental public body, accountable through Scottish ministers to the Scottish Parliament. Our role is to make sure that the environment and human health are protected by regulating activities that can cause harmful pollution, and encouraging good environmental practice. We also monitor and report on the state of the environment; and advise Scottish Ministers, regulated operators, industry and the public on environmental best practice and the sustainable use of our natural resources and services.

We contribute to nine of the Scottish Government's national outcomes through our own four outcomes:

- Scotland's environment is protected and improving.
- Scotland's environment is understood and SEPA is an influential and respected authority.
- Scotland is preparing for a sustainable future and is taking steps to limit climate change.
- SEPA is a high performance organisation.

Sitting in alignment with these outcomes are our values: environment, engagement and excellence; and our 12 strategic objectives that we will focus on to deliver our outcomes:

1. Promote compliance and enforce environmental law.
2. Influence the future shape and delivery of environmental regulation.
3. Monitor, understand and report on the environment.
4. Act to combat climate change.
5. Champion sustainable resource use.
6. Demonstrate excellent environmental performance.
7. Promote the benefits of a good environment.
8. Develop innovative partnerships.
9. Engage the public in our work.
10. Find creative and flexible solutions.
11. Focus on the areas where we can make the biggest impact.
12. Be the best we can.

As an employer, we have 1,252 employees (as at 7 January 2013) working in offices across the whole of Scotland, from Shetland in the north to Newton Stewart in the south. Our head office is in Stirling.

Foreword

Welcome to SEPA's first report under the specific duties of the Equality Act. This document sets out our current position, and our commitment to fully embed equality as a key component of our business - as an excellent environment protection agency and an excellent employer.

We protect the environment for all the people of Scotland, and it is important that we seek to ensure that our services are accessible by, and benefit, everyone. This means whether you are one of our regulated customers, a member of the communities in which they operate, a recipient of our flood warning or incident response services, or simply as a tax-payer. We will be reviewing a number of our key services over the next two years, to ensure they are consistent with our commitment to equality, and our commitment to being a world-leading environment protection agency.

We also want to be an excellent employer. Our people are our greatest, and most important, asset; without them our vision and ambition are just words – it is people who bring our vision to life and make it real. SEPA is committed to equality of opportunity for all, and we want everyone who works here to be treated fairly and consistently. We value diversity in our workforce – it brings a range of talents and perspectives to our work, and rightly should reflect the diversity of our customers - the people of Scotland.

Being an excellent employer includes ensuring equality of opportunity for everyone, and being an excellent environment protection agency includes seeking to ensure equality of access to the services we provide. This report is a demonstration of our commitment to equality as a key element of our business, and of public services across Scotland.

James Curran, Chief Executive
David Sigsworth, Chairman

Legal framework

The Equality Act (2010) came into force on 1 October 2010 bringing together over 116 separate pieces of legislation into one single act and providing a legal framework to protect the rights of individuals and advance equality of opportunity for all.

On 5 April 2011, the Public Sector Equality Duty came into force consisting of a general equality duty and specific duties. It replaced the three separate public sector equality duties which covered race, disability and gender. The new single equality duty covers:

- race;
- sex;
- disability;
- sexual orientation;
- religion and belief;
- age;
- gender reassignment;
- pregnancy and maternity.

It also covers marriage and civil partnerships, but not for all aims of the duty. Each of these is known as a 'protected characteristic', and collectively people exhibiting these characteristics are known as 'protected groups'.

The General Duty requires us to:

- eliminate unlawful discrimination, harassment, victimisation and other prohibited conduct for example in the delivery of training to staff members;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not for example removing or minimising disadvantage whilst meeting the needs of particular groups that are different from the needs of others;
- foster good relations between people who share a protected characteristic and those who do not.

The Equality Act also gives Scottish Ministers the power to impose specific equality duties through regulations and, as such, specific equality duties for Scotland came into force on 27 May 2012. The purpose of the Specific Duties in Scotland is to help those authorities listed in the Regulations in their performance of the General Equality Duty.

This is the first time that we have been subject to the specific equality duties. We are required to:

- report on mainstreaming the equality duty;
- publish equality outcomes and report progress;
- assess and review policies and practices
- gather and use employee information
- publish gender pay gap information
- publish statements on equal pay
- consider award criteria and conditions in relation to public procurement
- publish in a manner that is accessible.

The Specific Duties also places duties on Scottish ministers, who will publish proposals for activity to enable a listed authority to better perform the equality duty. Publication of these proposals is due to take place in December 2013.

Mainstreaming equality

In this section we outline the progress we have made in the mainstreaming of the Public Sector Equality Duty both as an employer and a service provider.

Mainstreaming as an employer

Senior level commitment

Commitment at the highest level of the organisation is essential to ensuring that equality is fully integrated and embedded into our work as an employer and a service provider. We have full commitment from our Agency Management Team and our Agency Board.

From the Agency Board, Lesley Sawyer is our champion and will ensure that equal opportunities are reflected in board discussions and approvals. She will act as a sounding board for our steering group and champion initiatives at board level. Commenting on her new role, Lesley said: "I am delighted to accept the role of equalities champion for SEPA. I wholeheartedly support equality of opportunity for current and prospective employees – it is not only a moral imperative, it also helps us realise the many business benefits of a diverse workforce. But I am also personally committed to ensuring that SEPA provides the best possible services to our many and varied customers, and that means identifying and removing barriers which might exist to equality of access to our services.

"SEPA aims to be an excellent environment protection agency and an excellent employer; the equalities agenda is central to both of these ambitions, and I will take every opportunity, working with board and executive colleagues, to build on existing good practice and seek to position SEPA at the forefront of equality of opportunity, both as an employer and a public service provider."

The Agency Management Team and the Agency Board receive an annual report on our workforce position and, in preparation for the new specific duties, we have provided information reports and held awareness raising workshops to ensure members were brought up to date with our new responsibilities and duties.

Senior management is also ensuring that equality is mainstreamed into all of our new projects and as such is reviewing our high level processes at the inception of projects and programmes; Equality Impact Assessment methodology will be integrated into the project life cycle at the earliest opportunity.

In early 2013, our Chief Executive launched our People Strategy which sets out our approach to our workforce; the vision for our future workforce and outlines our commitments to employees as well as what is expected in return. The Strategy also states clearly our commitment to continue building on our workforce, recognising the opportunities for better delivery of our role by both promoting equality and harnessing the range of talents available in a diverse workforce.

Our Chairman and Chief Executive believe it is essential that SEPA integrates equalities into its business at the earliest opportunity. To assist us in this we will meet with the Equality and Human Rights Commission to discuss areas that we can take forward.

Awareness raising and training

Our people are our most valuable asset. In our *Annual Operating Plan 2013-2014*, we make the commitment to continue to improve the way we support them; including the continued roll-out of our management development programme and investment in staff training and development. This will ensure that staff are able to use the new tools and approaches we are developing to deliver world class environmental protection.

During 2012, we focused on raising equality awareness with our staff members in a number of ways.

- We communicated with managers and staff through messages from our Chief Executive, management briefs and regular updates in our weekly staff bulletin. We also sought feedback on our proposed equality outcomes and welcomed any staff members who may be interested in becoming involved in our ongoing equalities agenda.
- We have delivered training on equality and diversity in which members of the Agency Management Team, together with a wide range of managers, attended training workshops delivered by external legal advisors. This training focused upon the Equality Act (2010) and in particular the protected characteristic of disability. The feedback from these sessions was very positive and our Organisational Development Department is in the process of considering how best to extend this or other relevant training further across the business.
- Awareness raising sessions have also been held with business units that have key equality responsibilities including the Programme Management Office, Business Strategy, Human Resources, Facilities and Communications.
- As part of our routine business, we run a management development programme comprising of seven modules, covering a wide range of subjects incorporating elements of equality and diversity. Phase two of the programme, introducing coaching skills for managers, is well underway and continues to support our People Strategy. Managers and supervisors from grades A through to D attend the course programme: 120 are currently within phase two of the programme, 50% have completed this phase in its entirety.
- We also ensure that all new members of staff attend a corporate induction, at which we cover equality and diversity and issue a copy of Stonewall's publication *What's it got to do with me?*
- Also, as part of routine business, we conduct appraisal meetings with all our staff and guidance has been revised to include the importance of considering equality and diversity whilst conducting appraisal meetings.
- We have also recognised that women returning from maternity leave typically make up 5% of our female workforce. To support these women we have created a maternity workbook which is designed to provide managers and staff going on maternity leave with a practical guide to handover, keeping in touch, transition back to work and settling in. It has been specifically designed as a hardcopy workbook, to ensure women on maternity leave can easily access the workbook when they do not have access to our systems. Managers may have a number of staff on maternity leave, and having one workbook for each can simplify management of handover and return to work.
- Looking ahead, we will be sourcing an e-learning package on equality and diversity which will be mandatory for all members of staff. Further training will be targeted at those with specific equality roles, responsibilities and duties, including the completion of Equality Impact Assessments. We will also be publishing a user friendly handbook version of our People Strategy which will be made available to new and prospective employees via our recruitment information and corporate induction programme.

Our workforce profile

We have been monitoring sections of our business in line with legislation, enabling us to examine the make-up of our workforce. Sections monitored include leavers, recruitment, training and development, promotions and performance. Each of these sections includes workforce data in relation to all the protected characteristics, with the exception of gender reassignment. At present, we are considering how to complete our workforce profile for all protected characteristics.

Our monitoring highlights differences between groups, such as minority groups, gender or staff in particular grades, in terms of satisfaction and progression. We are committed to ensuring employees or job applicants are treated with dignity and respect and will not be discriminated against on the grounds of any of the protected characteristics.

In summary, our latest research found that:

- There has been minimal change since 2011 on the gender split for females - 53.6% at 1 April 2010 to 53% at 1 April 2012.
- There has been minimal change in our balance of staff members working full time and part time hours – part time 15.42% and full time 84.58% as at March 2011.
- At 1 April 2012, the average length of service for an employee was 9.97 years, 8.96 for female and 11.08 for male. Employees in higher pay grades tend to have longer lengths of service than those on lower grades (grades Y, A and B have an average length of service of 21.99 years whilst grades C, D, E, F, G, H and T have 6.91 years.)
- Females are under-represented at management grades and over-represented at lower grades.
- At 1 April 2012 there were 30 female members of staff absent from work due to maternity and adoption Leave. This is the average year on year.

Detailed information is provided in Appendix 1, taken from our Human Resources Management Information System and is valid as at 7 January 2013. Numbers less than ten are not disclosed to protect individual confidentiality and are marked as a *. We do not hold full details on a number of the protected characteristics and the table below provides a summary of the information held (as at 7 January 2013).

Strand	Responses Expected	Responses received	Information not provided
Age	1252	1252	0 (0%)
Gender	1252	1252	0 (0%)
Disability	1252	1185 (94.6%)	67 (5.4%)
Marital Status	1252	1168 (93.3%)	84 (6.7%)
Sexual Orientation	1252	989 (79.0%)	263 (21.0%)
Religion	1252	952 (76.0%)	300 (24.0%)
Ethnicity	1252	1147 (91.6%)	105 (8.4%)

In order to mitigate this risk, we have updated our HR Management Information System (Agresso Web Service) to provide a self service module allowing staff members to update their own record with personal information that they are willing to share or to state that they do not wish to supply the information. Only staff members who have not updated their own record receive an automated email on a monthly basis. This email reminds staff of our commitment to equality of opportunity in employment and that we are required to hold information relating to age, race, disability, religion and belief, sex, marital status, sexual orientation and marriage/civil partnerships. This information is held confidentially within our Human Resources Department and monitored and reported on a quarterly basis.

As part of our workforce monitoring, we record the number of grievance and discipline cases. There have been less than ten during 2012-2013; therefore, no meaningful data can be presented in Appendix 1. Similarly, we only present data for marriage and civil partnership under workforce composition as further analysis of this data is restricted by the low number of civil partnerships declared.

Workforce information is incorporated into our annual workforce report which is presented to the Agency Management Team and Agency Board and shared with our trade union. The purpose of the report is to highlight any key issues in relation to our workforce and, evidenced by workforce management information, is intended to aid consideration by the Agency Management Team in providing strategic direction in matters relating to our workforce.

To enhance the monitoring of our staff information, we are committed to undertaking a full staff survey every two years. We analyse, report, communicate and benchmark the findings of the surveys, including trend analysis, at a variety of levels across the organisation including senior management, specific departments/units/geographical locations and all staff. We also incorporate the findings into improvement plans.

Our most recent staff survey (2011) provided a 73% response rate, 5% above the average rate for other comparative UK organisations at 68%. A positive result was received against the question 'I am treated with fairness and respect in the organisation' with a SEPA score of 75%; 2% above the national benchmark. Also encouraging was the recognition that our flexible working practices were one of the best things about working for us. We are keen to explore this result further and have included a strategic review of practices in our staff survey action plan.

In 2013, we will conduct another staff survey and believe that by carrying these surveys out we enhance our ongoing commitment to understanding and improving the level of engagement amongst our staff, and jointly developing actions to improve it.

Equality impact assessment

We have formal procedures for both initial (screening) equality impact assessment and full equality impact assessments. Both have been published on our quality system (Q-pulse) and made available to all staff.

Since 2012 we have equality impact assessed a number of high level employee related services including the:

- acting up procedure;
- secondment procedure;
- appraisal scheme;
- voluntary severance scheme.

These are published on [our website](#).

Moving forward, key individuals responsible for the delivery and project management of projects, and programmes and services will be made fully aware of both equality requirements and these business procedures. This will be done through:

- awareness raising workshops targeted at key individuals involved in project management;
- mandatory e-learning for all members of staff;
- a review of high level programme and project business procedures to ensure that equality impact is integrated at the earliest opportunity.

Furthermore, equality assessment will be incorporated into our procedures for senior management meetings; a section included on our template for papers to the Agency Management Team and Agency Board, a regular standing item at department management team meetings and progress reports against the specific duty in terms of undertaking equality impact assessments and progress to achieving our equality outcomes.

By carrying out these checks, we will be able to report and provide evidence on how we are 'mainstreaming' equalities within the organisation.

Steering group

We have established a steering group, comprising members of staff from key areas of the business including Business Strategy, Human Resources, Programme Management and Legal. The group is chaired by our Chief Officer for Organisational Resources and is attended by an equalities specialist from Scottish Enterprise.

Group members provide overarching organisational knowledge as well as expertise in their respective business fields. The group will be developed to become a 'champions group' and will act as a sounding board to the organisation, ensuring the organisation complies with legislation, communicates equalities across the business and influences our staff to ensure that equalities are mainstreamed in all that we do (with particular focus on equality impact assessments).

Gender pay gap, pay statement, equal pay policy and occupational segregation

We have published an equal pay statement (Appendix 2) including occupational segregation information and our gender pay gap. All documentation is available on [our website](#).

Procurement

Our procurement function considers the use of equality related award criteria and contract performance conditions where they are relevant to, and are proportionate to, the subject matter of a contract. These specific duties apply to 'above threshold' contracts covered by the Public Contracts (Scotland) Regulation 2012. Procurements requiring the consideration of equality clearly state our expectations for organisations tendering to provide services on our behalf.

Mainstreaming as a service provider

Our services

We are Scotland's principal environmental regulator, providing advice and guidance on good environmental practice. We issue and monitor over 96,000 licences to control the impact of human activities on the environment and taking appropriate action against those who don't comply with the law. We also respond to over 7,000 reports of pollution each year and receive 2,500 calls each year to our Floodline service.

We are committed to delivering high quality, effective and best value services for the environment, our economy, and all the people of Scotland. We contribute to the Scottish Government's national performance outcome 'Our public services are high quality, continually improving, efficient and responsive to local people's needs'. We are striving to become more flexible and responsive, and to demonstrate that we provide excellent services to protect and improve Scotland's environment, at best value for tax payers and our charge payers. Our offices enable us to work across the whole of Scotland, from the Highlands and Islands to the Borders, delivering nationally consistent services which are also responsive to local people's needs.

Our flood warning service (Floodline) is one of our key services provided to the public across Scotland. Members of the public can receive free flood warning messages by text or voice, direct to landline or mobile phone numbers, notifying them when flooding is predicted in any area for which they have registered. Each message also provides links to where further warning-specific and more general flooding information may be accessed. A full impact assessment has been carried out to assess the impact there might be and which groups of people it will most affect. From initial screening, there appears to be scope to tailor the service both nationally and geographically to improve the accessibility of the service in relation to disability, age and race. This has been included as one of our equality outcomes.

Equality impact assessments

As previously mentioned in this report, we have formal procedures for both initial (screening) equality impact assessments and full equality impact assessments.

From a service provision perspective, we have undertaken an equality impact assessment on our flood warning advice service. This is published on [our website](#) along with the others undertaken in relation to acting up, secondment, appraisal and voluntary severance.

Compliance and complaints

We aim to provide an efficient and integrated environmental protection system for Scotland, which will both improve the environment and contribute to the Scottish Government's goal of sustainable development. However, we appreciate that things do go wrong and when they do, we want to know so that we can put them right as quickly as possible – avoiding a repeat of our mistakes and improving our service. Our customer service complaints procedure is well established and involves a maximum of two internal stages and a subsequent right of referral by the complainant to the Scottish Public Services Ombudsman to ensure that all complaints are dealt with in a full and fair manner.

In 2012-2013, we received 20 complaints, 19 of which were resolved internally and one referred to the Ombudsman. We also have a mechanism for recording informal complaints and compliments. 257 compliments were received during 2012-2013.

Internal audit

As part of our routine business, we audit our services, projects and procedures. The mainstreaming of equalities will be audited in 2014-2015, providing an opportunity to review progress against our outcomes and take any necessary action. Equality impact methodology will also be applied to all future audits of projects.

Networks and engagement

We recognise the importance of engagement in achieving the successful delivery of our services. One of our three corporate values is engagement and, in 2012, we developed a toolkit for staff titled *Guide to Good Engagement*. This guide provides a reminder of the basic principles of good engagement, describing good practice which can be used to develop a positive and beneficial engagement process. In planning engagement activities, the guide reminds staff of the value of considering equality implications and provides some examples for emphasis. Throughout 2013, this guide will be communicated to all staff and promoted via our management development programme. An e-learning module based on the guide will be developed in 2013-2014 for all staff to complete by end March 2014.

We proactively seek to network and engage with colleagues in the Scottish Government's Equality Unit and other non departmental public bodies (NDPB) in relation to equality and diversity. Members of staff from our Human Resources Unit are members of the NDPB Equality Networking Group; additionally the Senior HR Advisor responsible for equalities relating to our people is a member of the Glasgow Employer Diversity Network.

Engaging with peer networking groups has been vital to our understanding and development of the Public Sector Equality Duties, particularly the support we have received from Scottish Enterprise, which has seconded an equalities specialist, with over ten years' experience in this field, for one day per week for six months.

To improve our delivery of essential flood warning information to those in groups with protected characteristics of disability, race, and age, we will develop engagement and partnership projects with NDPBs, Scottish Government and NGOs. This process has begun with the instigation of a youth education joint initiative between Scottish Government, Education Scotland, Heriot Watt

University and The Conservation Volunteers which aims to achieve better flooding and flood warning understanding with younger audiences in flood risk areas.

During 2011-2012, we continued to actively engage with our recognised trade union UNISON and have delivered a number of briefings and training events on equality. Continuing this, we are planning joint training events to provide an overview of the key concepts relating to promoting equality and valuing diversity, to ensure participants are familiar with the key requirements of the Equality Act 2010 and to highlight best practice on conducting equality impact assessments. We are also looking to arrange a session with Close the Gap, which is a government funded initiative charged with addressing gender pay gap in Scotland.

Future activity – outcomes and activities

We are fully committed to continuously integrating equalities into our everyday working environment and, as such, we are keen to further develop our approach to ensure that equality is owned by every employee and embedded in all our work.

Equality outcomes

The specific duties require us to publish equality outcomes, setting out what we want to achieve over the next few years. Based on our learning so far and delivery of changes that will have the most impact, we want to:

- increase the number of women, in leadership roles, and young people employed within SEPA. In doing this, we will focus on attracting, developing and retaining knowledge and skills;
- improve accessibility of our communications (including our website), specifically in relation to the protected characteristics of disability, race, and age;
- improve accessibility to our flood warning service in relation to the protected characteristics of disability, race and age;
- improve accessibility of all SEPA offices, particularly in relation to the protected characteristics of disability, gender and age;
- work towards a workforce profile that is in line with the demographics of Scotland, recognising regional differences.

We have consulted on our outcomes, both internally and externally, and will continue to seek views as our outcomes are developed into more specific work plans. We will also measure our performance over the next two years, through our performance measurement framework. Further details of internal and external evidence and alignment to the general duty are provided in Appendix 3.

Equality impact assessment schedule

Over the next two years we will carry out equality impact assessments on attendance, access to our web based information (including our flood warning service), facilities (building accessibility), recruitment and procurement.

This schedule is in line with our equality outcomes and will help us to make sure the needs of people are taken into account when we develop and implement a new policy or service or when we make a change to a current policy or service.

Data sharing

We currently hold a significant amount of environmental data and we are keen to explore any possibility of using existing Scottish databases of geographical distribution of social attributes to investigate any opportunities for mapping the protected characteristics against specific local environmental impacts.

External advisory group

We aim to establish an external advisory group to play an important role in improving the integration of equality into our business. The group will act as a sounding board and will advise us on our priorities and our equality impact assessments.

Public appointments

During 2013, the Scottish Government will be recruiting to our Agency Board. Whilst the appointments are managed by the Scottish Government, we are keen to have a diverse board drawn from varied backgrounds and with a wide range of knowledge and experience. We are well aware of the *Delivering Diversity* report published by the Public Appointments Commissioner and welcome the Scottish Government's commitment to increasing the range and diversity of applicants appointed to public sector boards.

If you have any comments or a query about any matters raised in this report, please contact our Equalities Team.

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Stirling
FK9 4TR

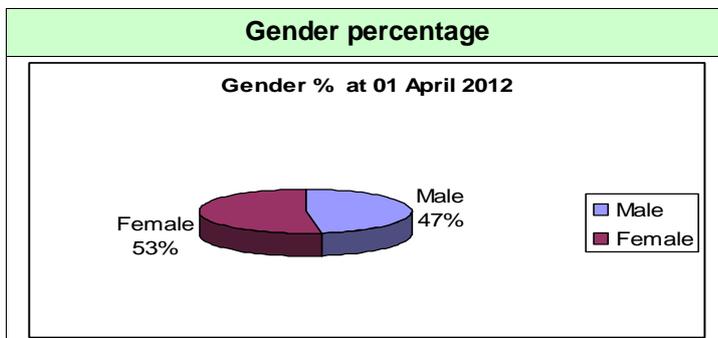
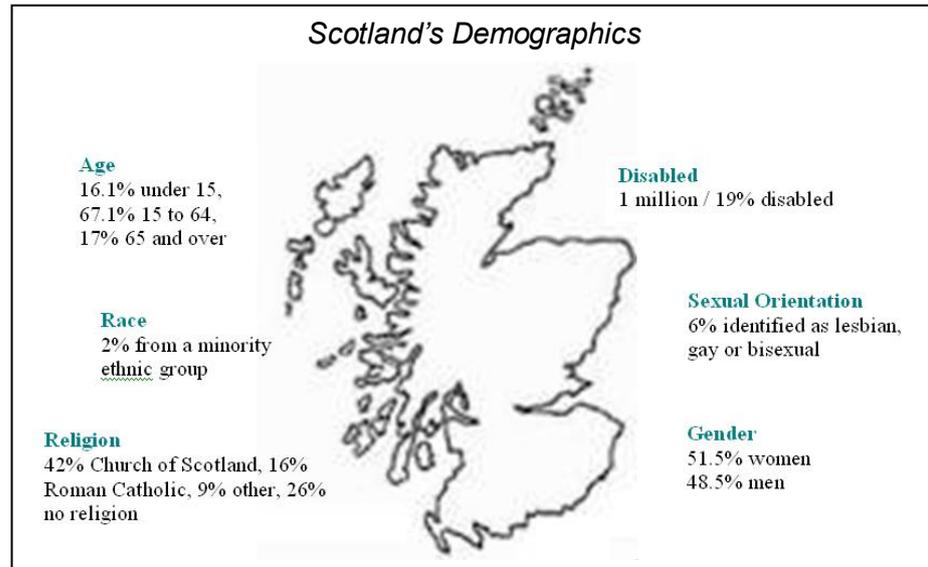
01786 455900
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If you require this publication in an alternative format please contact the Equalities Team at SEPA to discuss your needs.

Appendix 1: Employee information/workforce composition

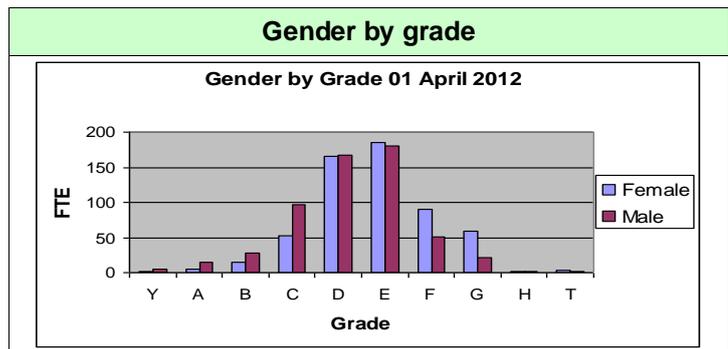
The detailed information provided in this Appendix is taken from our Human Resources Management Information System and is valid as at **7 January 2013**. Numbers less than 10 are not disclosed to protect individual confidentiality and are marked as a *. **Information not provided** denotes that a member of staff has not supplied information, / **prefer not to say** denotes that a member of staff has chosen to not provide information.

* denotes a return of less than 10



Current grade structure	
Grade	Description
Y	Members of Agency Management Team: Executive Directors / Chief Officers
A	Members of Senior Management Teams
B	Managers of managers or National Experts with management responsibility
C	Core manager roles or Technical Specialists
D	Manager/supervisor roles or technical roles
E	Core Officer roles
F	Support officer roles
G	Administrative roles
H	Graduate placements
T	Trainee grade

Staff grade mix			
Grade	Female	Male	Total
Y	*	*	*
A	*	15	21
B	15	28	43
C	63	103	166
D	185	171	356
E	218	191	409
F	105	54	159
G	67	21	88
H	*	*	*
T	*	*	*
Totals	663	589	1252



As highlighted in our mainstream report, there is a continuing trend that female employees are under-represented at management grades and over-represented at lower grades. The majority of female employees are in grades D, E and F, whilst in comparison the majority of male employees are in grade C, D and E.

Full time versus part time by gender split					
Gender	Full time	Part time	% Full time	% Part time	Total
Male	564	25	95.76%	4.24%	589
Female	500	163	75.41%	24.59%	663

* denotes a return of less than 10

Staff members age profile by gender			
Age	Female	Male	Total
16 - 24	11	*	14
25 - 34	170	139	309
35 - 44	285	198	483
45 - 54	156	174	330
55 - 64	39	71	110
65 and over	*	*	*
Totals	663	589	1252

Staff member's marital or civil partnership status	
Marital Status	Total
Civil Partnership	*
Divorced	19
Information not provided	84
Married	646
Not married	479
Separated	10
Widowed/Widower	*
Totals	1252

Disability data			
Disability	Yes	No	Information not provided
Total	23	1162	67
Percentage	1.84%	92.81%	5.35%

Sexual orientation				
Sexual Orientation	Gay, lesbian, bisexual or other	Heterosexual	Information not provided	Total
Total	17	976	259	1252
Percentage	1.36%	77.96%	20.69%	100.00%

Religion and belief						
Religion and belief	Roman Catholic	Church of Scotland	Other ¹	None	Information not provided	Total
Total	110	261	100	481	300	1252
Percentage	8.79%	20.85%	7.99%	38.42%	23.96%	100.00%

Race						
Race	Black/Asian/Mixed/Other	White Scottish	White British	White Other	Information not provided	Totals
Total	33	614	397	103	105	1252
Percentage	2.64%	49.04%	31.71%	8.23%	8.39%	100.00%

We do not hold any equal opportunity information relating to gender re-assignment and therefore this protected characteristic has been excluded.

Recruitment

Our Human Resources Unit monitors all job applications and liaises with the recruiting line managers to ensure that reasonable adjustments are applied during and after the recruitment process. The following data represents all job applicants from 1 April 2011 until 31 March 2012.

In line with employment legislation and best practice we are committed to equality of opportunity in employment, both in principle and in practice. It is our policy to ensure that no job applicant or employee receives less favourable treatment, either directly or indirectly, on grounds of age, race, disability, sex, marital status, pregnancy/maternity, gender reassignment, religion or belief or sexual orientation, therefore equality information is not shared with recruiting managers.

We allow our job applicants to own their applications from the initial registration stage and as such information recorded can be modified throughout the recruitment process. Therefore, this information is only relevant at the point of application as opposed to the point of securing a post and can lead to a misalignment of figures. Where this is the case in the data provided below, we have highlighted it in red.

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

Job applicants by gender	Female	Male	Information not provided	Total
Total applicants for vacancy	1909	1987	58	3954
Total number of applicants shortlisted	181	154	*	336
Number of successful applicants	153	134	*	294

* denotes a return of less than 10

Job applicants by marital status	Married	Not Married	Information not provided	Total
Total applicants for vacancy	1008	2824	122	3954
Total number of applicants shortlisted	110	218	*	336
Number of successful applicants	101	180	13	294

¹ Captures 11 other religions and beliefs.

Job applicants by religion or belief	Roman Catholic	Church of Scotland	Other	None	Information not provided	Total
Total applicants for vacancy	511	598	513	1987	345	3954
Total number of applicants shortlisted	33	72	36	165	30	336
Number of successful applicants	33	45	24	153	39	294

Job applicants by race	Black/Asian/Mixed/Other	White Scottish	White British	White Other	Information not provided	Totals
Total applicants for vacancy	779	2191	797	129	58	3954
Total number of applicants shortlisted	54	199	73	*	*	336
Number of successful applicants	35	174	65	13	*	294

Job applicants by disability	Disabled	Not Disabled	Information not provided	Total
Total applicants for vacancy	85	3811	58	3954
Total number of applicants shortlisted	10	325	*	336
Number of successful applicants	*	279	*	294

* denotes a return of less than 10

Job applicants by sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Information not provided	Total
Total applicants for vacancy	110	3578	266	3954
Total number of applicants shortlisted	10	305	21	336
Number of successful applicants	*	257	32	294

Age range of job applicants	16 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60 - 69	Information not provided	Total
Total applicants for vacancy	16	1634	1292	689	233	32	58	3954
Total number of applicants shortlisted	*	103	115	88	25	*	*	336
Number of successful applicants	*	79	123	56	23	*	*	294

Staff promotions

From 1 April 2011 to 31 March 2012 there were 131 internal promotions (54 male and 77 female). Of those, 79 were temporary and 52 permanent.

Staff promotions by grade and gender		
Grade	Female	Male
Chief Executive	0	*
Y	0	*
A	*	*
B	0	*
C	12	*
D	24	23
E	28	18
F	12	*
Total	77	54

* denotes a return of less than 10

The following tables represent promotions by protected characteristic

Disability	Not Disabled	Disabled	Information not provided
Total	127	*	*

Age	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 and over
Total	*	63	35	21	*	*

Race	Black/Asian/ Mixed/ Other	White Scottish	White British	White other	Information not provided
Total	*	71	43	11	*

Sexual orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Information not provided
Total	*	105	24

Religion and Belief	Roman Catholic	Church of Scotland	Other	None	Information not provided
Total	19	19	15	52	26

Appraisal and performance

A staff appraisal scheme is an essential part of an organisation's performance management framework. The staff appraisal scheme therefore requires to be fully operational and effective to assist with both recognition and reward and dealing with underperformance as well as highlighting areas for development.

Gender	Total	Exceptional	Performing well	Underperforming	Not rated	% appraisals
Male	543	42	473	*	25	48.48%
Female	577	43	487	*	45	51.52%
Totals	1120	85	960	*	70	100.00%

The majority of males and females were graded at performing well level which is consistent with both the overall submission rates and headcount.

Age	Exceptional	Performing well	Underperforming	Not rated
16 - 24	0	15	0	*
25 - 34	25	208	0	32
35 - 44	36	368	*	22
45 - 54	21	277	*	*
55 - 64	*	89	*	*
65 and over	0	*	0	0
Totals	85	960	*	70

Disability	Exceptional	Performing well	Underperforming	Not rated
Disabled	*	20	*	*
Not disabled	82	892	*	66
Information not provided	*	48	*	*
Total	85	960	*	70

Race	Exceptional	Performing well	Underperforming	Not rated
Black/Asian/Mixed/Other	*	17	*	*
White Scottish	29	484	*	40
White British	42	308	*	18
White Other	*	76	*	*
Information not provided	*	75	*	*
Total	85	960	*	70

Sexual Orientation	Exceptional	Performing well	Underperforming	Not rated
Gay, lesbian, bi-sexual or other	*	*	*	*
Heterosexual	67	755	*	58
Information not provided	17	196	*	12
Total	85	960	*	70

Religion and belief	Exceptional	Performing well	Underperforming	Not rated
Roman Catholic	*	87	*	*
Church of Scotland	11	210	*	11
Other	*	78	*	*
None	36	354	*	32
Information not provided	24	231	*	14
Total	85	960	*	70

Leavers

The following tables reflect leavers from 1 April 2011– 31 March 2012 (including end of fixed term contracts, retirements, voluntary severance, dismissal and ill health retirements). This information is presented by gender, disability, sexual orientation, religious belief, age and ethnic minority. We do not hold any equal opportunity information relating to gender re-assignment and therefore this has been excluded.

Gender	Female	Male	Total
Total	64	58	122
Percentage	52.46%	47.54%	100.00%

Disability	Disabled	Not disabled	Total
Total	*	116	122

Sexual Orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Information not provided
Total	0	107	15

Ethnicity	Black/Asian/Mixed/Other	White Scottish	White British	White other	Information not provided	Total
Total	*	66	28	*	14	122

Age Group	16-24	25-34	35-44	45-54	55-64	65 and over	Total
Total	*	40	33	26	16	*	122

Religion and Belief	Roman Catholic	Church of Scotland	Other	None	Information not provided	Total
Total	*	18	*	69	21	122

Training and development

In 2011, we introduced an organisation-wide competency framework. This framework detailed a series of competencies in relation to the skills, knowledge and behaviours required to be demonstrated at all levels and roles within the organisation. In order to support the new competency framework, we developed a self service module in Agresso Web Services called 'My development'. This recording tool allows staff members to capture their competencies (both met and not met), developmental needs and request individual training.

The creation of this has improved our management information on training and development needs and enhanced our ability to plan to meet prioritised needs. This also assists our managers in managing the development of teams in order to deliver job and team priorities and our outcomes, and to enable better targeting of training and development activity.

'My development' went live in June 2011 and the following information reflects the level of training which has taken place from June 2011 – 31 March 2012. During this period there were 116 events held with 932 staff members attending. The following tables reflect the attendance levels in terms of the following protected characteristics: gender, disability, sexual orientation, religion, race and age group. It is important to note that some of our staff members have undergone multiple training interventions and have been included within the data on several occasions.

Gender	Female	Male	Total
Total	548	384	932

Disability	Disabled	Not Disabled	Information not provided	Total
Total	11	889	32	932

Race	Black/Asian/ Mixed/ Other	White Scottish	White British	White other	Information not provided	Total
Total	23	457	321	92	39	932

Sexual Orientation	Gay, lesbian, bi-sexual or other	Heterosexual	Information not provided	Total
Total	17	760	155	932

Religion and Belief	Roman Catholic	Church of Scotland	Other	None	Information not provided	Total
Total	62	200	74	406	190	932

Age	16 - 24	25 - 34	35 - 44	45 - 54	55 - 64	65 and over
Total	18	298	376	198	41	*

* denotes a return of less than 10

Appendix 2: Equal pay statement

Equal pay policy 2013-2016

We support the principle of equal opportunities in employment and believe that male and female employees should receive equal pay for work of equal value. We understand that equal pay between men and women is a legal right under both UK and European law.

We recognise that in order to achieve and maintain equal pay, we must ensure that our pay and grading and benefits structure is transparent, flexible, based on objective criteria and free from bias.

This first statement covers gender; however subsequent statements will include race and disability.

We also recognise that to deliver equal pay for our employees it is necessary to consider all the causes of the gender pay gap and that these can go beyond discrimination within pay systems. We recognise that our training and employment practices can impact on men and women in different ways. We are committed to addressing gender segregation both horizontally and vertically in occupations across the agency and providing an environment that promotes equality of opportunity by removing incidents of stereotyping about skill and capabilities, by changing the culture associated with different jobs, removing barriers to accessing training courses and training schemes and promoting a healthy work life balance.

We are committed to working with our recognised trade union, UNISON, to take action to promote and implement equal pay.

Our objectives to achieve equal pay and address the gender pay gap in employment include:

- Men and women doing work of equal value receive the same level of pay, unless an objective reason exists for any difference.
- Reducing the gender pay gap.
- Addressing occupational segregation to ensure both men and women are fully represented at all levels and across all business areas.
- Using recruitment and employment practices that promote equality and are free from discrimination.
- Encouraging more women to apply for management level positions.
- Providing all employees with fair and equal access to training and development opportunities.

In order to meet these objectives we will:

- provide guidance and advice for those involved in making decisions about the application of the pay and grading structure;
- inform employees of our published pay guidelines and how our pay and grading structure operates;
- provide a pay and rewards statement for each employee on an annual basis;
- analyse and publish pay statistics on an annual basis;

- conduct an equal pay review every three years and develop, implement and monitor an action plan to address any issues identified;
- review and assess the impact of our pay practices, taking remedial action as appropriate;
- review and develop associated processes, such as job evaluation and performance management, to ensure they continue to support our pay and grading structure;
- identify where there is occupational segregation and take steps to reduce it;
- examine any barriers to employees, particularly women, advancing to senior level posts and take positive action to address these;
- monitor the uptake of training and development opportunities and improve access to training opportunities and programmes where necessary;
- conduct impact assessments on all employment policies

The Agency Management Team (AMT) is fully committed to supporting our equal pay statement and objectives. The Chief Officer (Organisational Resources), who is a member of the AMT, has overall responsibility for the objectives and actions relating to equal pay and for ensuring that due consideration is given to the resources required to achieve equal pay. Our HR function has day to day responsibility for implementing, monitoring and reviewing equal pay.

Gender pay gap

The table below, which is based upon headcount by grade, shows the analysis of the average hourly basic pay for male and female employees and identifies the gender pay gaps as at 1 January 2012.

The overall pay gap for each pay grade is arrived at by a breakdown of the number of staff at each pay step within a grade, by gender to calculate an overall basic salary total for that step and gender. For example 7 males at pay step C6 = £XXXX. The totals for each pay step are then used to calculate an overall grade total and average hourly salary for each gender.

We produce information on the gender pay gap annually to help assess the impact of the annual pay awards for all staff in the bargaining unit. The bargaining unit comprises the 1223 members of staff that are covered by our pay and grading system. Please note that this does not include details of the Agency Management Team (AMT) members as they do not form part of the bargaining unit. * denotes a return of less than 10.

1 January 2012	Female			Male			Gender pay gap	Pay gap as %
Grade	Number of staff members	% of total staff	Average basic hourly rate for grade	Number of staff members	% of total staff	Average basic hourly rate for grade	Hourly male rate versus female rate	Male average basic hourly rate for grade
A	*	*	£35.79	13	1.06%	£33.65	-£2.14	-6.35%
B	16	1.31%	£28.07	30	2.45%	£28.08	£0.01	0.05%
C	57	4.66%	£23.52	99	8.09%	£23.79	£0.27	1.13%
D	178	14.55%	£18.51	170	13.90%	£18.67	£0.16	0.87%
E	211	17.25%	£15.29	185	15.13%	£15.29	£0.00	0.00%
T	*	*	£12.97	*	*	£12.97	£0.00	0.00%
F	100	8.18%	£11.84	53	4.33%	£11.81	-£0.03	-0.28%
G	74	6.05%	£9.61	21	1.72%	£9.72	£0.11	1.16%
H	*	*	£7.70	*	*	£7.70	£0.00	0.00%
Total	648	52.98%	£16.12	575	47.02%	£18.29	£2.16	11.82%

There is an overall gender pay gap of 11.82%, with the average hourly salary for males being £2.16 higher than that for female staff. This is partly accounted for by the predominance of female employees in the lower pay grades and male employees in the higher grades. Within five pay grades the average hourly rate for males is higher than for female staff, however the gender pay gaps have reduced significantly since the implementation of the pay and grading structure and only one notable gender pay gap remains in grade A, which reflects a higher average salary for females.

We conducted an equal pay audit in 2008 for staff in the bargaining unit and this highlighted an overall gender pay gap of 17.77%, with five pay grades having a notable gender pay gap of between 3-5% in favour of male staff.

While the overall gender split is fairly neutral, the gender breakdown is more pronounced between the upper and lower halves of the grading structure. The top half of the grading structure is predominantly male occupied, particularly within the top three grades of A-C. Whilst within the lower half of the pay structure there is a much higher proportion of females to males, with grades F and G particularly, being occupied by females.

The inclusion of pay data for Agency Management Team (AMT) members shows that within the AMT there is a gender pay gap of 18.82% with males receiving an average hourly salary which is £9.10 higher than that for female staff. This impacts on the overall gender pay gap by increasing it to 13.10%, with the average hourly salary for males being £2.44 higher than that for female staff. As mentioned earlier, there is a continuing trend that female employees are under-represented at management/specialist grades and over-represented at lower grades. During 2013-2014 we will be taking a number of positive actions to help understand the reasons for this and address improvements in this area:

- Diagnostic checks carried out to understand the level of the issue
- Audit of the job applicants for grades Y-C vacancies will be undertaken, including reviewing the gender make up of each short listing panel. A review of the vacancies that have arisen since April 2011 to date will be undertaken to identify whether there are fewer female candidates applying for posts or being shortlisted. If fewer females are applying, research will be undertaken to try to identify the reasons for this and help address improvements. The review will also consider the impact that advertising roles externally may have.

- Benchmarking will be carried out to look at how our ratio of females in senior roles compares with our NDPB partners for similar roles.
- Research into new methods of recruitment advertising, including increased use of social media targeted at women in leadership.
- Use of “campaigns” e.g. adverts developed by our recruitment advertising agency placed in media that they recommend to attract suitable female candidates.
- Review of our benefit packages including the availability and attitude towards flexible working compared to organisations that have a higher representation of females in higher grades.

Occupational segregation

Our job evaluation scheme identifies five different 'job families' within the organisation. The number of male and female employees within each grade and particular job family has been analysed to help identify any potential occupational segregation within the organisation. The under-representation of females in management is highlighted again in this table.

Grade	Description	Job Family												
		Mgt		Policy		Regulatory		Science		Business & Support		Total		
		F	M	F	M	F	M	F	M	F	M	F	M	
Y	Member of Agency Management Team - CEO/Director/Chief Officer	1	6	0	0	0	0	0	0	0	0	0	1	6
A	Member of Senior Management Team	*	13	0	0	0	0	0	0	0	0	0	*	13
B	Manager of managers or national experts with management responsibility	15	29	0	0	0	0	0	0	*	*	*	16	30
C	Core unit manager or technical specialist	23	45	12	18	11	22	*	*	*	*	*	57	99
D	Supervisory or senior technical role	*	*	18	10	82	67	44	59	31	33	176	172	
E	Core officer / technical role	0	0	*	*	70	91	87	74	50	19	211	185	
F	Support officer role	0	0	0	0	*	*	37	39	54	*	100	53	
G	Administrative role	0	0	0	0	0	0	0	0	74	21	74	21	
H	Graduate placement	0	0	0	0	0	0	0	0	*	*	*	*	
T	Trainee core officer role	0	0	0	0	0	0	*	*	0	0	*	*	
Total		44	96	34	29	172	189	177	182	220	87	643	583	

Notes: Groups less than 10 marked * for confidentiality / Y grade numbers included as this is already publicly available.
Data valid as at 1 January 2012

Our pay and grading structure was implemented in 2008 and was independently assessed at that time in accordance with the best practice provided by the Equality and Human Rights Commission (EHRC) and was endorsed as addressing pay inequities and being non-discriminatory. We are committed to identifying and monitoring potential barriers to equal pay and working appropriately with our recognised trade union to address these. This is reflected within our equal pay statement.

Appendix 3: Equality outcomes

Outcome	General Duty	Evidence
Increase the number of women, in leadership roles, and young people employed within SEPA. In doing this, we will focus on attracting, developing and retaining knowledge and skills	Advance equality of opportunity Foster good relations	<ul style="list-style-type: none"> • Our workforce data • Scottish Government: Small business survey 2007/08 • Scottish Government: Labour Market • Scottish Government <i>The Position of Scotland's Equality Groups Revisiting Resilience In 2011</i> • Scottish Government Youth Employment Strategy
Improve accessibility of our communications (including our website), specifically in relation to the protected characteristics of disability, race, and age.	Advance equality of opportunity Foster good relations	<ul style="list-style-type: none"> • Scottish Government Analysis of Ethnicity in the 2001 Census - Summary Report (2004) • Scottish Accessible Information Forum guidance and best practice • Office for Disability Issues: Disability statistics and research '<i>In 2011, 61 per cent of disabled people lived in households with internet access, compared to 86 per cent of non-disabled people</i>'
Improve accessibility to our flood warning service in relation to the protected characteristics of disability, race and age.	Advance equality of opportunity Foster good relations	<ul style="list-style-type: none"> • Equality Impact Assessment • Scottish Government Analysis of Ethnicity in the 2001 Census - Summary Report (2004) • Scottish demographics
Improve accessibility of all SEPA offices, particularly in relation to the protected characteristics of disability, gender and age	Advance equality of opportunity Foster good relations	<ul style="list-style-type: none"> • Scottish Government High Level Summary of Equality Statistics, 2006 • Scottish Government Transport and Travel in Scotland 2011 • Disability Rights Commission: Making access to goods and services easier for disabled customers
Work towards a workforce profile that is in line with the demographics of Scotland, recognising regional differences.	Advance equality of opportunity Foster good relations	<ul style="list-style-type: none"> • Our workforce data • Scotland's demographics