Gender Equality – Equal Pay Policy Statement Review
September 2010
Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Foreword</td>
<td>3</td>
</tr>
<tr>
<td>2 Introduction</td>
<td>4</td>
</tr>
<tr>
<td>3 The Scottish Ambulance Service and its population</td>
<td>5</td>
</tr>
<tr>
<td>4 Background</td>
<td>6</td>
</tr>
<tr>
<td>5 Agenda for Change</td>
<td>7</td>
</tr>
<tr>
<td>6 What we set out to do in 2007</td>
<td>8</td>
</tr>
<tr>
<td>7 Staff establishment</td>
<td>11</td>
</tr>
<tr>
<td>8 Objectives and actions</td>
<td>13</td>
</tr>
</tbody>
</table>

Appendices

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Analysis of workforce by gender, band and part time / full time</td>
<td>14</td>
</tr>
<tr>
<td>2 Equal Pay Policy Statement Action Plan</td>
<td>15</td>
</tr>
<tr>
<td>3 Equal Pay Policy Statement</td>
<td>18</td>
</tr>
</tbody>
</table>

This document may be available in summarised format in large print, Braille, audiocassette or alternative language. If you would like a copy in any of these formats or if you would like someone to explain it to you, or you want to assist us in our future gender equality arrangements, please contact the Corporate Affairs Manager at the address below:

Scottish Ambulance Service
National Headquarters
Tipperlinn Road
Edinburgh
EH10 5UU

Telephone - 0131 446 7000
1. Foreword

The Scottish Ambulance Service published its first Gender Equality Scheme and Equal Pay Policy Statement in 2007. In 2010 the Gender Equality Scheme review was published together with a revised Gender Equality Scheme and related action plan for the period 2010 – 2013. Considering issues relating to equal pay was integral to the gender equality scheme review and key pieces of work to be taken forward have been listed on this action plan.

In conducting this Equal Pay Policy Statement review we intend to address any issues identified which contribute to the gender pay gap and consider how these may be addressed during the next three years. In doing so we have revised and published the Equal Pay Policy Statement.

The Service is committed to the principle of equal pay for all our employees, that is to ensure that where men and women are doing equal work they should receive the same rewards for doing it. We aim to eliminate any sex bias in our pay systems. We understand that equal pay between men and women is a legal right under both domestic and European law and that it is in the interests of the Service to ensure that we have a fair and just pay system. It is important that all our employees are confident in the process of eliminating sex bias and we are committed to working in partnership with Trades Union colleagues to take action to ensure that we provide equal pay.

Our objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay
- Take any appropriate remedial action

In conducting this Equal Pay Policy Statement review we have consulted staff and staff side colleagues in order to establish their perspective on equal pay and the Service. We have found that the gender equality duty has challenged our thinking in terms of both how we provide patient care and how we continue to take account of gender equality within our employment practices. Staff have commented that discussing gender equality has increased their awareness and understanding of the differences in approach to health from men and women and the impact this can have on health outcomes. Staff side colleagues have welcomed the focus the gender equality duty has provided as this is key to highlighting equality of opportunity within the Service.

In conducting this review and revising our Equal Pay Policy Statement we have taken into account the Code of Practice on Equal Pay and the Gender Equality Duty – Code of Practice Scotland both produced by the Equal Opportunities Commission.
2. Introduction

The Gender Equality Duty was introduced in the Equality Act 2006 and places an obligation on public authorities to;

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity between men and women

To fulfil the general duty and have due regard to the need to eliminate discrimination that is unlawful a public authority must be able to demonstrate that it has considered the need to take action on pay discrimination. In conducting this Equal Pay Policy Statement review, the Service has identified where there are gaps and the actions required to make improvements.

The Gender Equality Duty is different from previous sex equality legislation in that it requires an organisation to be proactive in the action it takes. This means that the Service must act to promote gender equality, not just to avoid discrimination, but must take action to tackle discrimination rather than waiting for individuals to complain.
3. The Scottish Ambulance Service and its population

The Scottish Ambulance Service is a Special Health Board of NHS Scotland and strives to deliver the best patient care for people in Scotland by providing a patient centred, clinically effective and leading-edge 24/7 service 365 days a year.

The Service employs 4,300 staff and responded to 450,000 incidents through 999 calls and 200,000 doctors’ urgent responses during 2009/10.

A total of 1.5 million Patient Transport journeys were made and our Air Ambulance Service dealt with 4,200 incidents.

We have three Emergency Medical Dispatch Centres based in Glasgow, Edinburgh and Inverness which handle in excess of 800,000 calls for help each year, ranging from life-threatening heart attacks requiring an immediate response to requests from our NHS partners to transfer patients between hospitals.

We have dedicated risk and resilience teams across Scotland, with inner cordon capability.
4. Background

The working age population in Scotland is set to decline in the next 20 years meaning a shortfall in workers for Scottish employers. Currently women are just under half of the working age population in Scotland. Evidence shows that gender diverse workforces are more effective and that gender equality in the workplace reduces costs to the employer associated with reduced turnover, employee absence and the risk of employee litigation under equality legislation. Gender diversity in management and in the workplace in general helps develop new ideas and new ways of thinking as men and women bring different perspectives to the table.

There are a number of reasons why there is still a gender pay gap in the UK some 40 years after the introduction of the Equal Pay Act in 1970. These include skills deficit, occupational segregation, lack of flexible / part time working arrangements and systematic disadvantage, for example due to the difference in starting salaries. The prevalence of gender stereotyping reinforces the gap. The full time gender pay gap has narrowed but there still remains a gap of over 16 percent between women’s and men’s pay\(^1\)

There are two types of occupational segregation. Horizontal segregation exists where men and women occupy stereotypically male or female jobs or occupational sectors. For example, 80 per cent of those working in administration, secretarial and nursing positions are women. Conversely 80 per cent of skilled trades people are men.

Vertical segregation exists when there is a cluster of women at more junior levels within an organisation. This is often referred to as the glass ceiling where there are invisible barriers and challenges which combine to prevent women from achieving their true potential.

Within the Service there are instances where women occupy stereotypical posts, for example cleaning, administration and clerical positions. There are also posts where there is under representation of women in middle management positions.

Traditionally the Service has employed more men than women. In 2000 the Service employed 74% men and 26% women. By 2010 this had changed to a mix of 66% men and 33% women. We are keen to see the ratio improve in the future so that the Service is more reflective of the population it serves.

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\(^1\) There are several ways of measuring the pay gap. The figure quoted is the mean gender pay gap between full-time employees’ earnings in the UK, based on the Office for National Statistics Annual Survey of Hours and Earnings 2009. The hourly pay gap is bigger if women working part time are included.

*Equal pay policy review*  
*September 2010*  
*Page 6 of 22*
5. Agenda for Change

The term equal pay relates to payment for work of equal value regardless of whether the post holder is a man or women.

As part of NHS Scotland the Service implemented Agenda for Change terms and conditions of employment. Agenda for Change is a pay modernisation package that aims to ensure that those who work for the NHS are paid on the basis of equal pay for work of equal value. Agenda for Change applies to all staff who work directly for the NHS except the most senior managers and those covered by Doctors’ and Dentists’ Pay Review Body.

The purpose of Agenda for Change was to establish a uniform job evaluation process, to harmonise terms and conditions of employment and to introduce the knowledge and skills framework [KSF]. Under KSF all staff have a description of the knowledge and skills needed to fulfil the requirements of their role [post outline], a personal development plan detailing their learning requirements and the ability to access learning and development opportunities.

The implementation of Agenda for Change and its application across the NHS in the UK was recently challenged by way of equal pay claims made through the Employment Tribunal. In the case of Hartley v Northumbria Healthcare NHS Trust it was found that Agenda for Change was not discriminatory and pay arrangements under Agenda for Change were justified after 1 October 2004, the date at which Agenda for Change was introduced.
6. What we set out to do in 2007

- Review this policy statement and action points with trade unions and professional organisations as appropriate, on an annual basis.

Annual reports on the gender equality scheme were published in 2008 and 2009 at which time the policy was reviewed. The gender equality scheme action plan highlighted areas of particular relevance to equal pay including the commitment to monitor the take up of policies, for example flexible working, part time working, carers leave, maternity leave and retirement.

- Inform employees as to how pay practices work and how their own pay is determined

Considerable efforts were made during the introduction of Agenda for Change to ensure staff understood how the new terms and conditions were to be implemented and how their own pay was determined. Workshops were held across the operating divisions delivered by the Head of Personnel to raise awareness of Agenda for Change for management teams and staff side representatives. At this time details were provided as to how the job evaluation process worked, how new pay would be calculated and how all posts would be assimilated on to Agenda for Change terms and conditions of employment.

The Service recognised the need to communicate with individuals and detailed letters were sent out to staff explaining how their posts had been evaluated and what effect this had on their pay. The right to a review / appeal against their pay banding decision was made clear to all staff that were assimilated across to Agenda for Change. All reviews relating to Agenda for Change were completed by 31 March 2008.

When groups of operational staff were assimilated a help line was available 7 days a week to enable staff to raise any questions they had relating to their pay.

For new employees the application of pay / terms and conditions of employment are explained to staff during the recruitment and induction to the Service. Terms and conditions of employment guidance is also available for all new staff. Further support is provided through payroll and personnel departments as appropriate on an on going basis.

- Provide training and guidance for managers and for those involved in making decisions about pay and benefits and grading decisions

Training has been provided by the NHS Staff Council for a core group of staff in the job evaluation process. This has included job analysis, job matching and the evaluation of job descriptions. This training has
been cascaded to managers and staff side representatives across the Service.

The number of trained job evaluators is monitored to identify where there are gaps and highlight the need for further training to ensure there are sufficient numbers to cope with demand for job evaluation.

A procedure for the evaluation of new and revised posts has been introduced to ensure there is a consistent approach to job evaluation.

Job descriptions for new and revised posts are subject to evaluation by a panel of managers and staff side representatives. The outcome of any evaluation is then subject to a quality assurance process conducted by a further panel of managers and staff side representatives. The job evaluation of a new post takes place before that post is advertised and as such is objective as it is not associated with a post holders gender.

The Department of Health NHS Job Evaluation Handbook is routinely used as part of this process. The job evaluation process is thorough and takes into account those factors connected only with the requirements of the job and is analytical in assessing the component parts of particular jobs rather than their overall content on a whole job basis. The Personnel and Development Manager is responsible for monitoring the job evaluation process across the Service.

The Service recruitment and selection policy has been reviewed and revised and training in this regarded has been provided for recruiting managers. The introduction of assessment centres for some posts ensures that recruitment processes are more thorough and a range of skills are assessed. The Service provides training in-house for all operational staff and provides career development opportunities for staff many of whom enter the Service with very few qualifications. This makes posts attractive and accessible to individuals who may not otherwise consider a clinical career.

- Examine our existing and future pay practices for all our employees, including part-time workers, those on fixed term contracts or contracts of unspecified duration, and those on pregnancy, maternity or other authorised leave.

Pay practices for all employees are monitored for all staff on an ongoing basis. We recognise the need for further analysis and review particularly with regard to the management of payments for bank workers, those who work on a job share basis, how overtime is determined and how relief staff progress to permanent rostered positions within the Service.
The Service is committed to ensuring that any changes in the way staff are paid / terms and conditions is subject to the equality impact assessment process.

A “Kiddi Vouchers” scheme has been introduced for those staff who need to fund child care provision. Under this salary sacrifice scheme staff can elect to have a portion of their salary paid in vouchers which is not subject to deductions for tax and national insurance and is available to both parents. The vouchers can be used to pay for child care through nurseries, child minders and holiday play schemes.

- Undertake regular monitoring of the impact of our practices in line with the Scottish Ambulance Service’s Diversity and Equality policy.

The Service has identified the functions, policies and practices which potentially have the greatest impact on the gender equality duty. These were highlighted in the first Gender Equality Scheme in 2007. Those policies identified as high priority are being put through the Equality Impact Assessment process to ensure any adverse / negative gender specific impacts are identified and actions taken to eliminate any such impacts.

New employees joining the Service do so on the lowest spine point within the appropriate band for the post. In exceptional cases, an application is made for the preferred applicant to be offered the post on a higher spine point. In such cases supporting information is provided confirming that the applicant has satisfied all the assessment criteria and providing details of all relevant experience. This process is closely monitored and applications can only be authorised by the Head of Personnel.

- Consider, and where appropriate, undertake a planned programme of equal pay reviews in line with the Equality and Human Rights Commission guidance to be developed in partnership with the workforce.

During the last three years the Service has undertaken analysis of the staff establishment which has informed the development of the gender equality scheme and identified where further analysis would be beneficial. A pay monitoring exercise is planned to take place in December 2010.
7. Staff establishment

At a senior level 67 per cent of the executive team are women and 33 per cent are men. This is the converse of many other senior teams within NHS Scotland.

An analysis of the staff mix across the different pay bands has been carried out. The table below illustrates the number of men and women as a percentage of the total workforce working within each of the salary bands.

<table>
<thead>
<tr>
<th>Salary band</th>
<th>April 2007</th>
<th>April 2010</th>
<th>April 2007</th>
<th>April 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women – as % of total workforce</td>
<td>31.4</td>
<td>33.3</td>
<td>68.6</td>
<td>66.6</td>
</tr>
<tr>
<td>Men – as % of total workforce</td>
<td>.12</td>
<td>.35</td>
<td>.80</td>
<td>1.23</td>
</tr>
<tr>
<td>Band 1</td>
<td>.2</td>
<td>.18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Band 2</td>
<td>1.42</td>
<td>1.47</td>
<td>1.84</td>
<td>2.26</td>
</tr>
<tr>
<td>Band 3</td>
<td>11.67</td>
<td>11.38</td>
<td>15.2</td>
<td>15.21</td>
</tr>
<tr>
<td>Band 4</td>
<td>8.19</td>
<td>8.5</td>
<td>22.75</td>
<td>21.6</td>
</tr>
<tr>
<td>Band 5</td>
<td>.62</td>
<td>1.14</td>
<td>4.61</td>
<td>4.72</td>
</tr>
<tr>
<td>Band 6</td>
<td>.46</td>
<td>.63</td>
<td>2.6</td>
<td>2.52</td>
</tr>
<tr>
<td>Band 7</td>
<td>.12</td>
<td>.35</td>
<td>.80</td>
<td>1.23</td>
</tr>
<tr>
<td>Band 8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A comparison can be made between the percentages of men and women employed in each of the bands in 2007 and 2010. It can be seen that there has been an increase in the number of women employed between 2007 and 2010.

Women are statistically over represented in the lower bands [1-3] and under represented in the middle to higher bands. The highlighted figures in the table above denote over representation relative to the total workforce.

As the numbers of women employed has increased, there has been a corresponding increase in the percentage of women employed in those bands where they are under represented. The percentage of men employed in the bands where they are over represented has decreased with the exception of band 8 where the percentage has increased from .8 per cent to 1.23 per cent.

More women are now applying for posts within the Service and the percentage of applications from women has steadily risen over the last three years. The table below illustrates the number of applications received from women between April 2006 and March 2009. The percentage of applications from women during this time has increased from 35per cent of the total applications to 39.5 per cent.
The total number of staff employed in April 2007 was 3,854 and in April 2010 the figure had risen to 4,279, an increase of 11 per cent.

The number of staff working on a part time basis has decreased slightly from 7.5 per cent of staff in 2007 to 6.8 per cent in 2010 [those working less than 30 hours per week] The table below illustrates the number of men and women working on a part time basis in each of the salary bands as at April 2007 and April 2010.

<table>
<thead>
<tr>
<th>Salary band</th>
<th>Apr 06 – Mar 07</th>
<th>Apr 07 – Mar 08</th>
<th>Apr 08 – Mar 09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>Male</td>
<td>Male</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>Number of men</td>
<td>Number of men</td>
<td>Number of men</td>
</tr>
<tr>
<td>Male</td>
<td>2736</td>
<td>1853</td>
<td>2175</td>
</tr>
<tr>
<td></td>
<td>[65%]</td>
<td>[66%]</td>
<td>[60.5%]</td>
</tr>
<tr>
<td>Female</td>
<td>1461</td>
<td>951</td>
<td>1422</td>
</tr>
<tr>
<td></td>
<td>[35%]</td>
<td>[34%]</td>
<td>[39.5%]</td>
</tr>
<tr>
<td>Total</td>
<td>4197</td>
<td>2804</td>
<td>3597</td>
</tr>
</tbody>
</table>

An analysis of the workforce at April 2010 by gender, band and part time / full time status can be seen at Appendix 1.
8. Objectives and actions to be taken forward

We have closely reviewed our staff establishment figures and based on this our key objectives to be taken forward between 2010 – 2013 are as follows;

- To increase the number applications from women for those posts in the middle to higher bands, that is, bands 4 – 8.
- To increase awareness of flexible / part time working arrangements available to all staff
- Through the knowledge and skills framework ensure that all staff have a personal development review and personal development plan to enable them to develop within their own job roles and are able to discuss access to learning and development opportunities and their future role within the Service

In order to work towards the achievement of these objectives an action plan has been developed. The action plan can be seen at Appendix 2. A number of these actions are integral to the Gender Equality Scheme 2010 – 2013 and relevant to the Equal Pay Policy Statement. The revised Equal Pay Policy Statement can be seen at Appendix 3.
## Analysis of workforce at April 2010 – gender, band and part-time/full-time

Appendix 1

<table>
<thead>
<tr>
<th></th>
<th>Band 1</th>
<th>Band 2</th>
<th>Band 3</th>
<th>Band 4</th>
<th>Band 5</th>
<th>Band 6</th>
<th>Band 7</th>
<th>Band 8</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
<td>M</td>
<td>F</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT</td>
<td>8</td>
<td>0</td>
<td>19</td>
<td>17</td>
<td>87</td>
<td>61</td>
<td>27</td>
<td>21</td>
<td>30</td>
</tr>
<tr>
<td>Totals</td>
<td>8</td>
<td>0</td>
<td>63</td>
<td>97</td>
<td>487</td>
<td>652</td>
<td>412</td>
<td>816</td>
<td>364</td>
</tr>
</tbody>
</table>
### Equal Pay Policy Statement Action Plan 2010 - 2013

<table>
<thead>
<tr>
<th>Key task / activity</th>
<th>Date for task completion</th>
<th>Evidence of task / activity</th>
<th>Lead responsibility</th>
<th>Risks [if not completed]</th>
<th>Intended outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Report on progress of Gender Equality Scheme</td>
<td>June 2011</td>
<td>Annual report available on website and intranet</td>
<td>Equalities Manager</td>
<td>Major – relevant to specific duties under gender equality</td>
<td>Continued focus on gender equality</td>
</tr>
<tr>
<td>3. Continue to monitor the salary band spine point allocated to new employees to ensure this is applied consistently</td>
<td>Annually</td>
<td>Employee monitoring report</td>
<td>Head of Personnel</td>
<td>Major – relevant to specific duties under gender equality</td>
<td>Address issues where this process has been applied unfairly</td>
</tr>
<tr>
<td>4. Identify ways in which men and women can be encouraged to apply for posts where there has traditionally been under representation</td>
<td>On going</td>
<td>Advertise in non traditional forums. Trial new methods of recruitment</td>
<td>Recruitment Manager</td>
<td>Medium – address gender imbalance</td>
<td>Increased number of men and women applying for posts where there has been under representation [internal and external applicants]</td>
</tr>
</tbody>
</table>
5. Monitor and review access to career development opportunities including applications for further education, those taking part in development linked to the career and knowledge and skills frameworks

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Report Type</th>
<th>Responsible Officer</th>
<th>Relevance to Specific Duty</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually</td>
<td>Annual Equality Monitoring Report</td>
<td>Equalities Manager</td>
<td>Medium – relevant to specific duties under gender equality</td>
<td>Increase the number of female staff benefiting from career development. This will have an impact on the number of women applying for promoted posts in the long term.</td>
</tr>
</tbody>
</table>

6. Monitor the application of HR policies including flexible working, part time working, careers leave, maternity leave and retirement

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Report Type</th>
<th>Responsible Officer</th>
<th>Relevance to Specific Duty</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annually</td>
<td>Departmental reports</td>
<td>Head of Personnel</td>
<td>Major – relevant to specific duty</td>
<td>Increase the number of staff taking up flexible working options. Increase the percentage of staff taking up part time work.</td>
</tr>
</tbody>
</table>

7. Conduct a pay monitoring exercise

<table>
<thead>
<tr>
<th>Date</th>
<th>Report Type</th>
<th>Responsible Officer</th>
<th>Relevance to Specific Duty</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2010</td>
<td>Pay monitoring report</td>
<td>Equalities Manager</td>
<td>Major – relevant to specific duty</td>
<td>Ensure men and women are rewarded for work of equal value</td>
</tr>
</tbody>
</table>

8. A project group is being established to review how the Service manages workforce planning, relief / on call / over

<table>
<thead>
<tr>
<th>Date</th>
<th>Report Type</th>
<th>Responsible Officer</th>
<th>Relevance to Specific Duty</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 2010</td>
<td>Project initiation document</td>
<td>Workforce Planning Manager</td>
<td>Medium – this is relevant to fair practice and the implications this has on pay</td>
<td>Ensure these elements are managed in a fair way and applies a consistent approach across the Service.</td>
</tr>
<tr>
<td>time arrangements and the allocation of shift patterns</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Gender Equality – Equal Pay Policy Statement
September 2010
This document may be available in summarised format in large print, Braille, audiocassette or alternative language. If you would like a copy in any of these formats or if you would like someone to explain it to you, or you want to assist us in our future gender equality arrangements, please contact the Corporate Affairs Manager at the address below:

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National Headquarters
Tipperlinn Road
Edinburgh
EH10 5UU

Telephone - 0131 446 7000
1. Introduction

The purpose of this document is to state and publicise the Scottish Ambulance Service commitment to equal pay for work of equal value for all its employees.

The Scottish Ambulance Service supports the principle of equal opportunities in employment and believes that staff should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value. The Service is committed to ensuring that no member of staff receives less favourable treatment on unjustifiable grounds, such as gender [including transgender / gender reassignment status] age, disability, marital status, pregnancy and maternity, race [including ethnic / national origin, colour and nationality], religion / belief, sex or sexual orientation.

The Scottish Ambulance Service understands that the right to equal pay between women and men is a legal right under both domestic and European law. Other legislation is in place in the UK, concerning gender [including transgender / gender reassignment status] age, disability, pregnancy and maternity, race [including ethnic / national origin, colour and nationality], religion / belief, sex, sexual orientation and part time and fixed term employees. This legislation includes provisions relating to pay.

This statement has been agreed in partnership with Trades Union representatives and will be reviewed on a regular basis by the Scottish Ambulance Service Staff Governance and Remuneration Committee.

2. Why do we need an Equal Pay Policy Statement?

The gender equality duty was introduced in the Equality Act 2006 and places an obligation on public authorities to;

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity between men and women

The gender equality duty requires public authorities to develop, publish and regularly review their policy on equal pay arrangements, including measures to ensure fair promotion and development opportunities as well as tackling occupational segregation.

In revising our equal pay policy statement we have taken into account the Code of Practice on Equal Pay and the Gender Equality Duty – Code of Practice Scotland both produced by the Equal Opportunities Commission.

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2 For the purposes of the Equal Pay Policy Statement, pay is defined by Article 141 of the Treaty of Rome as; ‘The ordinary or minimum wage or salary and any other consideration whether in cash, or kind, which the worker receives directly or indirectly, in respect of his / her employment from his / her employer’ Therefore pay includes pensions, overtime and on-call payments, expenses, unsocial pay, sick pay and other benefits of monetary value.

Equal pay policy review
September 2010
Page 20 of 22
3. Aims and objectives of the Equal Pay Policy Statement

It is good practice and reflects the aims of the Scottish Ambulance Service that pay is awarded fairly and equitably.

The Scottish Ambulance Service recognises that in order to achieve equal pay for employees doing the same or broadly similar work, work rated as equivalent, or work of equal value, it should operate pay systems which are transparent, based on objective criteria and free from unlawful bias.

Our overarching objectives are to;

- Eliminate unfair, unjust or unlawful practices that impact on pay equality
- Take any appropriate remedial action

We will:

- On an annual basis through our Staff Governance and Remuneration Committee, review and monitor this policy statement and achievement against the key actions detailed below:

- Ensure there are communication systems in place to inform all employees on how pay practices work and how their pay is determined. Included will be information about what policies exist to deal with their concerns about their pay.

- Ensure that all Managers and those involved in making decisions about pay, benefits and grading decisions are provided with policies and guidance to enable consistent and fair practice.

- To continuously monitor our existing and future pay practices for all our employees, including part-time workers, those on fixed term contracts or contracts of unspecified duration, and those on pregnancy, maternity or other authorised leave.

- Undertake regular monitoring of the impact of our practices in line with the Service equality and diversity policy.

- To develop and implement a planned programme of equal pay reviews in line with Equality and Human Rights Commission guidance which will be developed in partnership with Trades Union representatives.

The Scottish Ambulance Service recognises that the gender pay gap is not caused solely by men and women receiving different pay for doing the same or similar jobs or work of equal value. There continues to be evidence of inequality in pay between men and women despite over 40 years of equal pay legislation. As well as sex discrimination in pay systems, the causes of unequal pay include vertical and horizontal occupational segregation, lack of flexible working arrangements and
The Service has therefore developed policies in relation to maternity and paternity leave, flexible working, carers leave and adoption and fostering leave in order to enhance flexible working arrangements as well as challenge assumptions about how work and caring responsibilities are organised.

We have closely reviewed our current staff establishment figures and based on this evidence our key objectives to be taken forward between 2010 – 2013 are as follows:

- To increase the number applications from women for those posts in the middle to higher bands, that is, bands 4 – 8.
- To increase awareness of flexible / part time working arrangements available to all staff
- Through the knowledge and skills framework ensure that all staff have a personal development review and personal development plan to enable them to develop within their own job roles and are able to discuss access to learning and development opportunities and their future role within the Service.

In order to work towards the achievement of these objectives an action plan has been developed. The action plan can be seen at Appendix 2. A number of these actions are integral to the Gender Equality Scheme 2010 – 2013 and relevant to the Equal Pay Policy Statement review.

Responsibility for implementing this policy is held by Pauline Howie, Chief Executive.

If a member of staff wishes to raise a concern at a formal level within the Service relating to equal pay, the Resolution of Differences Policy is available for their use.

4. Related documents

Equal Opportunities Policy
Gender Equality Scheme
Doing the Right Thing – our Human Resources and Organisational Development Strategy