

## GENDER PAY GAP INFORMATION 2017

### 1. Introduction

The legislation governing gender pay gap reporting is contained in the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012. The duty requires public organisations with 20 or more employees to publish a gender pay gap figure which is the percentage difference between men's and women's average hourly pay, excluding overtime. The information published must be based on the most recent data for when an organisation had at least 20 employees.

### 2. Gender Pay Gap at National Museums Scotland

The current gender pay gap information for National Museums Scotland is set out below and has been derived from salary information (excluding overtime) as at February 2017. The analysis provided is based on our published pay scales.

Grade	Female		Male		Gender Pay Gap	
	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	£	%
B-D	11	31.75	7	33.18	-1.43	-4.31%
1	2	22.86	7	24.11	-1.25	-5.18%
2	17	20.92	7	20.88	0.04	0.19%
3	24	18.26	14	18.30	-0.04	-0.22%
4	46	15.41	17	15.68	-0.27	-1.72%
5	34	13.20	17	13.52	-0.32	-2.37%
6	49	11.07	26	11.43	-0.36	-3.15%
7	57	9.08	77	9.29	-0.21	-2.26%
8	18	8.57	10	8.57	0.00	0.00%
All	258	13.80	182	13.18	0.62	4.70%

As outlined above, one can see that there are currently more female staff than male staff in employment at National Museums Scotland. This is a position that has been the case for the last three years (see copy of National Museums Scotland Mainstreaming Report 2017 for further information).

The average hourly pay (excluding overtime) for male staff is £13.18 and for female staff is £13.80. The current gender pay gap for all staff across our published pay scales (Grades B-8) at National Museums Scotland is 4.70% in favour of female staff.

This outcome might be considered atypical. It reflects that men are disproportionately employed in roles at lower grades which leads to the lower hourly rate figure presented. However, this must be considered alongside the fact that the work of National Museums Scotland, like many other national museums, is complex and in some cases very

specialised in nature. This will tend to lead to gender clustering in different work groups and produce this type of pattern in the gender pay analysis.

Beyond these assumptions, we would regard the overall pay gap between male and female staff to be modest (i.e. less than 5%) but we do remain committed to monitoring this on an ongoing basis.

The gender pay gap at senior management level in 2017 is -4.31% with higher hourly rates of pay for male staff. This is a movement from the 2.69% figure reported in 2015 where there was a higher hourly rate of pay for female staff. This fluctuation is driven by the small sample size which means that even one person leaving can have a significant effect on the figures. We continue to be proactive as an organisation in ensuring there is no bias in our recruitment and selection practices and will be undertaking a review of these in the forthcoming Mainstreaming report period. Of particular interest to us going forward will be consideration of how we present jobs as part of a recruitment campaign and the need for us to ensure that all jobs at National Museums Scotland continue to be fully accessible to all, irrespective of gender or any other protected characteristic.

We have reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation)

To clarify National Museums Scotland pay structure, this is based on our published pay scales which are from the higher Grade B through to Grade 8 at the lower end. Grades B-D are senior management grades and have been clustered as part of this publication for data protection purposes.

There are noted higher correlations of male staff in security (Grade 6) and facilities support roles (Grade 7), and more women in roles such as administration, secretarial (Grade 6), and cleaning (Grade 8), etc. We have taken cognisance of this and would reiterate our commitment to review how we present jobs as part of a recruitment campaign and the need for us to ensure that all jobs at National Museums Scotland remain fully accessible to all, irrespective of gender or any other protected characteristic.

There are other more modest gender pay gaps in Grade 1 and Grade 6 with higher average hourly rates of pay for men (-5.8% and -3.15% respectively). Progression rates through our pay scales do play a part in these results i.e. we have more women at the lower levels of the pay scale but this is consistent with their knowledge of the job and we generally recruit on first appointment to the lower end of a pay scale. In recognition that men more generally in employment have less interrupted career paths than women, we ensure that progression is not affected by for instance periods of maternity leave, caring responsibilities, etc. and therefore progress for women through an individual scale is at the same rate as it is for men. Another factor to consider here is the positive action we take as an organisation in supporting part-time working in response to caring responsibilities. This is particularly the case in Grade 4 where we have higher numbers of female staff who work part-time.

We have reviewed the extent to which there may be any 'glass ceiling' effect at National Museums Scotland i.e. women tending to work in more junior grades than men and also the invisible barrier that prevents women from progressing to senior levels. In fact, we

have more women than men in senior management roles and it is also noted that there are more women employed across Grades 2, 3 4 and 5 which is beyond an administrative/team leader Grade 6. This represents a much more positive picture than many comparable organisations.

Supplementary gender pay gap information in relation to full-time and part-time staff is outlined in Appendix 1 attached. We have taken account of these in the assumptions presented above.

APPENDIX 1

Grade	Female						Male						Gender Pay Gap		Full time Gender Pay Gap		Part time Gender Pay Gap	
	All staff (Grades B-8)		Full-time only		Part-time only		All staff (Grades B-8)		Full-time only		Part-time only		£	%	£	%	£	%
	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)	Head Count	Average Hourly Pay (£)						
B-D	11	31.75	10	32.52	1	24.13	7	33.18	7	33.18	0	0.00	-1.43	-4.31%	-0.66	-1.99%	NA	NA
1	2	22.86	2	22.86	0	0.00	7	24.11	7	24.11	0	0.00	-1.25	-5.18%	-1.25	-5.18%	NA	NA
2	17	20.92	13	20.86	4	21.14	7	20.88	7	20.88	0	0.00	0.04	0.19%	-0.02	-0.10%	NA	NA
3	24	18.26	19	18.23	5	18.36	14	18.30	13	18.29	1	18.48	-0.04	-0.22%	-0.06	-0.33%	-0.12	-0.65%
4	46	15.41	25	15.23	21	15.63	17	15.68	16	15.74	1	14.65	-0.27	-1.72%	-0.51	-3.24%	0.98	6.69%
5	34	13.20	29	13.16	5	13.46	17	13.52	17	13.52	0	0.00	-0.32	-2.37%	-0.36	-2.66%	NA	NA
6	49	11.07	36	11.06	13	11.10	26	11.43	24	11.48	2	10.86	-0.36	-3.15%	-0.42	-3.66%	0.24	2.21%
7	57	9.08	31	9.11	26	9.06	77	9.29	62	9.35	15	9.06	-0.21	-2.26%	-0.24	-2.57%	0.00	0.00%
8	18	8.57	4	8.57	14	8.57	10	8.57	3	8.57	7	8.57	0.00	0.00%	0.00	0.00%	0.00	0.00%
All	258	13.80	169	14.59	89	12.31	182	13.18	156	13.76	26	9.64	0.62	4.70%	0.83	6.03%	2.67	27.70%



## STATEMENTS ON EQUAL PAY AND OCCUPATIONAL SEGREGATION

### 1. Equal Pay Statement

National Museums Scotland is an equal opportunities employer and, as such, is committed to promoting and embedding equality of opportunity and diversity in employment. We believe this extends to the way we reward our people and that reward should be applied fairly and equitably. We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward systems. This includes equality on the basis of age, disability, gender, gender re-assignment, marriage or civil partnership, maternity or pregnancy, race, religion or belief and sexual orientation.

In line with National Museums Scotland's commitment to achieve equal opportunities for all staff, the organisation supports the principles that all employees should receive equal pay for the same or like work or work rated as equivalent or of equal value, and in order to achieve this will endeavour to maintain a pay system that is transparent, based on objective criteria and free from bias.

We understand that equal pay between men and women is a legal right under both domestic and European law.

### Progress Since 2015 Publication

We take our responsibilities as an equal opportunities employer very seriously and in reviewing how we have met this commitment since 2015, we can confirm the following:

- We have continued to monitor all of our pay practices, including those for staff absence on maternity leave. We have taken steps as part of joint pay negotiations with our trade unions in addressing low pay resulting in the current fixed points that we have in our pay structure at Grades 7 and 8. We would note that the more recent of these changes was that in Grade 7 we moved from a pay scale to a fixed point set at the top of the previous pay scale.

We also agreed through pay negotiations for 2016/17 to reduce progression journey times/steps in some of our Grades in that year. We believe that the existing levels we now have are sustainable and appropriate with progression being no more than 5 years in Grades 2 to B and 3 years in Grades 3-6.

- We provide information regarding pay to staff annually.
- We have ensured that staff are informed about how their own pay is calculated. A considerable amount of work has been done in this area in the last year, with agreements established on daily rates and how these and other rates are calculated.

- We continue to provide training and guidance for those members of staff involved in decisions relating to pay and benefits.
- We consult with staff and our trade union colleagues on all policies, including our equal pay policy, where appropriate. These consultations form a normal part of our engagement and partnership working.
- We provide where appropriate updates to staff on progress relating to pay discussions/negotiations with the trade unions and Scottish Government as required.

## **2. Equal Pay Policy**

National Museums Scotland's aim is to ensure that it implements fair, just and lawful practices with regards to pay.

To achieve equality of financial reward for employees doing equal work, National Museums Scotland operates a pay and reward system that is transparent, and is based on objective criteria and free from bias.

National Museums Scotland uses a standard and commonly used job evaluation system to assess the relative value of all jobs across our organisation. This provides evidence in support of the allocation of each job within our pay grading structure.

It is important that staff have confidence in our processes so we will continue to work with the recognised trade unions to ensure equality within our reward policy and practices.

Our objectives are to:

- ensure that there are no unfair, unjust or unlawful practices that impact on pay and/or reward; and
- where any inequality may arise, investigate promptly and take appropriate remedial action where required.

In support of our commitment to equal pay, National Museums Scotland will:

- carry out its legislative requirements in relation to equal pay as appropriate, and will monitor outcomes in partnership with recognised trade unions.
- on an ongoing basis, monitor all pay practices, including those for staff absent on maternity leave;
- review our reward policy and practices (in line with EHRC guidance) such that trends and any anomalies are identified, investigated and resolved. We note and support the requirement under the Equality Act 2010 to publish pay gap information every two years;
- ensure that all staff have fair access and opportunities in relation to recruitment, training and development;

- provide training and guidance for those involved in determining pay and the job evaluation process;
- inform employees of how reward practices work and how their own reward is determined;
- monitor the uptake of staff development opportunities across all protected characteristics.
- examine any equality barriers to requests for flexible working arrangements and take positive action to remove them.
- respond to grievances and other concerns on equal pay as a priority;
- ensure our work in this area is fully aligned with the commitments we have made in our equality and diversity reporting;
- consult with staff and trade unions on the National Museums Scotland equal pay policy where appropriate;
- inform staff of progress of pay meetings with trade unions and Scottish Government as required.

National Museums Scotland has a number of policies that support or promote equal pay as follows:

- Equal Pay
- Equal Opportunities - Employment
- Equal Opportunities – Gender Reassignment
- Payment of Pay
- Flexible Working Arrangements
- Flexible Working Hours
- Respect & Dignity
- Training & Development

National Museums Scotland reviews all of its policies and procedures in accordance with best practice. The responsibility for review of the Equal Pay policy is held by the Head of Human Resources.

### **3. Pay Structures**

We have a pay structure at National Museums Scotland that is based on grades B through to 8 and contained within each grade are established progression steps. Staff are eligible for a progression payment if they are not at the maximum of their scale. The exception to this is grades 7 and 8 where there is a fixed point payment.

#### 4. Occupational Segregation

As reported in our Gender Pay Gap Report 2017, we have reviewed gender pay gap information in the context of occupational segregation which we understand as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation)
- in different pay grades (**vertical** segregation)

We have undertaken analysis of occupational segregation relating to disability and race. Given the small numbers of our people who have declared a disability (and our small population of non-white employees, we believe that publishing our data has the potential to inappropriately identify individuals, especially within small teams. In addition, presenting a meaningful analysis in circumstances where there are higher levels of staff non-declaration is challenging and we aim to improve on this in the next reporting period.

##### **Vertical Segregation by Disability:**

National Museums Scotland pay structure, is based on our published pay scales which are from the higher Grade B through to Grade 8 with Grades B-D being the senior management grades .

The distribution indicates that staff with a declared disability are in Grades 3-7 only The pay gap information does not suggest that we have any emergent issues in relation to disability. The highest level noted at 2.36% in grade 6 has a direct correlation with the length of service of staff in this grade.

##### **Vertical Segregation by Race:**

The distribution indicates a high correlation of staff who identify as White across all of our Grades (this includes white Scottish, White British, White Other and White Irish).

This is we believe not inconsistent with the ethnicity overall in Scotland.

The pay gap information does not suggest that we have any emergent issues in relation to disability. The highest levels noted at 1.36% and 2.15% has a direct correlation with the length of service of staff in the relevant grade.

##### **Horizontal Segregation by Gender:**

Occupation	Gender	
	Male %	Female %
Administration	0	100.00
Cleaning	35.71	64.29
Collections	27.78	72.22
Conservation		
Collections	38.10	61.90

Curatorial		
Collections Services	31.04	68.96
Development	25.00	75.00
Estates	100.00	0
Exhibitions & Design	45.46	54.54
Facilities Management and Other Support	94.12	5.88
Finance	66.67	33.33
HR	8.33	91.67
IT/Media	53.85	46.15
Leadership	42.86	57.14
Learning	11.54	88.46
Marketing & Communications	12.50	87.50
Supervisor/Team Leader	56.00	44.00
Visitor Experience	46.74	53.26
Other	33.33	66.67

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administrative/team leader Grade 6. This represents a much more positive picture than many comparable organisations.

### **Horizontal Segregation by Disability & Ethnicity:**

#### Disability

The high level of non-declaration of disability (ranging from 3% in some occupations to 42% in others) makes comparisons against national statistics and accurate analysis across the organisation difficult. One trend that has been identified is that within occupational groups with higher levels of declaration take place, more employees are willing to declare disabilities. It is hoped that increasing declaration rates will increase the number of employees citing that they are disabled and enable effective analysis.

#### Ethnicity

Non-declaration rates are lower for ethnicity than disability but pockets of high levels of non-declaration within some occupational groups makes analysis across the organisational unreliable. Where non-declaration levels are below 15%, ethnicity statistics within occupations reflect the national average.

## **5. Job Evaluation**

Job Evaluation is the means by which the salary for a job is determined. At National Museums Scotland, we use Hay Evaluation, one of the most widely used job evaluation methods in the world.

Hay Evaluation considers three elements of each job namely the knowledge needed, problem solving required and the detail of what the job is accountable for on a day to day basis. These three individual elements are each allocated a 'score' which when added together provides a 'total score'. This 'total score' in turn is linked to National Museums Scotland's salary scales. Hay Evaluation also enables comparison within 'job families' and across similar jobs within National Museums Scotland, to ensure consistency and equality.

## **6. Training & Development**

National Museums Scotland recognises that the quality of service which we provide depends on having a highly committed, well managed, informed, skilled and effective workforce. We are committed to providing staff training and development that meets the organisational objectives detailed in our Strategic Plan.

National Museums Scotland makes resources available annually for staff training. All staff members can receive training, whether they are full-time or part-time, professional or technical, paid or unpaid, or on work placement.

No staff member should receive less favourable treatment than any other on any grounds including: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, gender, and sexual orientation.

