

Audit Scotland

Gender pay gap

31 March 2022



Prepared by Audit Scotland
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Gender pay gap

Introduction and background

1. At Audit Scotland we are committed to independent audit, integrity, objectivity, transparency and quality. We firmly believe in the principles of equality, inclusion and equal treatment for all employees, regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy or maternity, sexual orientation, gender reassignment or disability. We have a clear policy of paying employees equally for the same or equivalent work, regardless of their sex (or any other characteristic set out above).

2. Under the [Equality Act 2010 \(Specific Duties\) \(Scotland\) Regulations 2012](#), Audit Scotland and the Accounts Commission for Scotland are both listed as public bodies which must adhere to these regulations. Gender pay gap reporting is a requirement intended to spur organisations into addressing inequality between men and women at work. As a listed authority, we publish information on the percentage difference among our employees between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime).

3. Our latest revised [Equality outcomes 2021-25 report](#) published in April 2021, sets out how Audit Scotland and the Accounts Commission are addressing our responsibilities under the Equality Act 2010. Specifically, our focus on our outcomes to increase the diversity of people into Audit Scotland and their progression through every level of our organisation and to broaden our culture of diversity and inclusion, so all employees feel valued, engaged and contribute. The next Mainstreaming Progress report is due to be published by April 2023.

4. In conjunction with this report, our [Annual diversity report for 2021/22](#) has also been published and our previous [Gender pay gap report](#) for the twelve months to 31 March 2021 was published in March 2022.

5. Audit Scotland's workforce, at the snapshot date of 31 March 2022, comprises of 321 full pay employees.¹ Of this total, 137 are men (42.68 per cent of the workforce) and 184 women (57.32 per cent of the workforce). Included in our overall headcount are 46 trainees within our professional training scheme. The scheme is a key element in support of our talent development and long-term succession planning. Newly qualified auditors progress through their careers into more senior roles and so this represents an important means by which we will achieve greater balance and female representation at senior levels over time. Within the scheme, 23 (50 per cent) of our trainees are men and 23 (50 per cent) are women.

¹ This is a technical term used to define the cohort of employees used for the analysis of pay and is designed to ensure that all employer organisations calculate the gender pay gap on a consistent basis – more information can be found [here](#).

Gender pay gap data

Mean and median gender pay gap

6. Our overall gender pay gap information is based on a snapshot date of 31 March 2022 and the data is shown below for all full pay relevant employees:

Mean² gap: 7.39 per cent

Median³ gap: 12.51 per cent

This data shows that overall, when we examine the whole of our workforce, men are earning more than women. The rest of this report provides more information about our gender pay gap, the reasons why the gender pay gap exists and gives an overview of the steps we are taking to reduce the gap.

At Audit Scotland, looking at our median pay gap, women earn 87 pence for every £1 that men earn when comparing median hourly wages. The median hourly wage for women is 12.51 per cent lower than that for men.

We are committed to the principle of equal pay for all our employees and aim to eliminate any bias in our reward systems. We have a clear policy of paying employees equally for the same or equivalent work, underpinned by our job evaluation system. The gender pay gap does not show differences in pay for comparable jobs – this is examined in our separate equal pay report. The gender pay gap is an equality measure that shows the difference in average earnings between women and men.

Our year-on-year trend in our mean and median gender pay gap data can be seen below:

	31 March 2020	31 March 2021	31 March 2022
Mean:	11.26%	9.93%	7.39%
Median:	11.61%	10.40%	12.51%

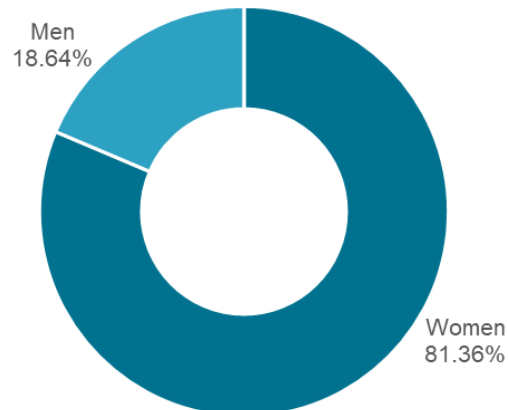
² Mean: The 'mean', sometimes referred to as the 'average' is where we add up all the numbers and then divide by the number of numbers.

³ Median: The 'median' is the 'middle' value in the list of numbers. To find the median, we list our data in numerical order from smallest to largest, so we can identify the middle entry from the list and find the median.

Part-time employees only

7. Of our 321 full pay employees in this report, 59 employees work part time, with a working pattern of less than our normal working week of 36.25 hours.

8. The gender split of those working part time is 48 women and 11 men:



Mean gap: 8.17 per cent

Median gap: 0 per cent

This additional analysis of our data shows that overall, when we examine the whole of our part-time workforce, men who work part-time hours are earning the same as women who work part-time hours with a median gap of zero per cent.

Bonuses

9. The only bonuses paid at Audit Scotland are for members of our professional trainee auditor scheme. When a trainee auditor successfully completes all examinations in each syllabus at the first attempt, a bonus of £300 is paid. A final bonus of £300 is also paid to trainee auditors when they successfully gain membership to ICAS, if all examinations across the syllabus are passed first time throughout. No other roles are eligible for bonus payments.

Proportion of all men and women at Audit Scotland receiving a bonus:

Men: 10.22 per cent

Women: 7.07 per cent

Bonus mean gender pay gap: 0 per cent

Bonus median gender pay gap: 0 per cent

Proportion of trainees only at Audit Scotland receiving a bonus:

Men: 51.85 per cent

Women: 48.15 per cent

This data shows that, across our professional training scheme, a higher percentage of men have received a bonus than women. Due to the timing of examinations in the professional training scheme syllabus and the distribution of men and women across each year's intake of trainees, these figures will vary each year.

Proportion of men and women in each quartile

10. The following information gives the percentage of men and women in each pay quartile. This is based on the hourly pay rate of all our organisation's full-pay relevant employees in the pay period that covers the snapshot date.

This is divided into four quartiles, with an equal number of employees in each section. From the highest paid to the lowest paid, these quartiles are:

	Men	Women
Upper quartile:	50.00 per cent	50.00 per cent
Upper middle quartile:	45.71 per cent	54.29 per cent
Lower middle quartile:	38.64 per cent	61.36 per cent
Lower quartile:	37.35 per cent	62.65 per cent

11. Our year-on-year trend in the distribution of gender across the quartiles can be seen below:

	31 March 2020		31 March 2021		31 March 2022	
	Men	Women	Men	Women	Men	Women
Upper quartile:	55.56%	44.44%	53.33%	46.67%	50.00%	50.00%
Upper middle quartile:	51.35%	48.65%	50.67%	49.33%	45.71%	54.29%
Lower middle quartile:	35.14%	64.86%	32.00%	68.00%	38.64%	61.36%
Lower quartile:	34.25%	65.75%	34.67%	65.33%	37.35%	62.65%

Occupational segregation

12. Occupational segregation, by which women are underrepresented in management and leadership roles can be the result of a range of societal and employment-related causes. It can be attributed to the gender-based organisation of labour typically attracting lower rates of pay due to stereotypes about women's capabilities. For example, higher representation of women in the clerical, caring and cleaning sectors. Additionally, women taking on more of the caring responsibilities at home.

13. Audit Scotland has already taken steps to combat the effects of occupational segregation. This includes providing leave provisions for parents which exceed the statutory minimum, training our line managers in diversity and equality, promoting our values in support of a positive and inclusive culture together with promoting flexible hybrid working options for all, across the organisation. This helps ensure that employees can continue working for us and grow their careers as they move into more senior roles over time.

14. The majority of Audit Scotland's workforce are comprised of auditors across our Audit Services, Performance Audit & Best Value and Corporate Services Groups. The importance of representation and career development is essential to the reduction of gender-based stereotypes about an individual's capability. Although the composition of staff at each grade is not equally gender balanced between men and women, the representation of women in senior level positions (members of staff in Band 2A posts and above) demonstrate Audit Scotland's commitment against gender-based divisions of labour.

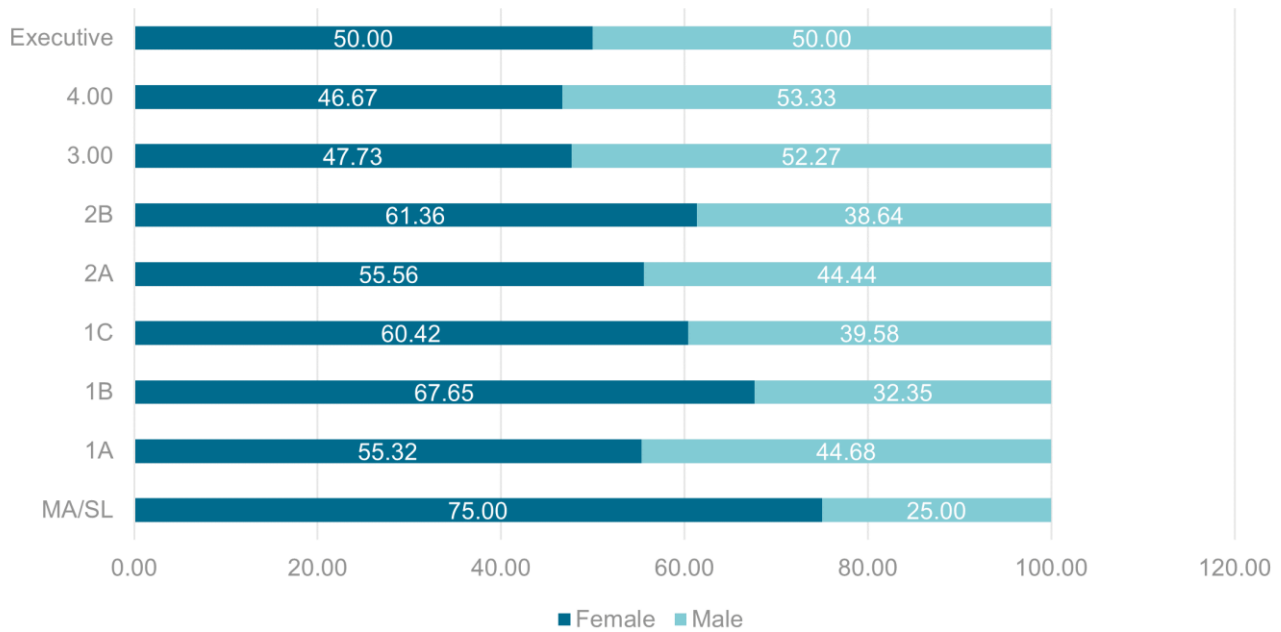
15. Additionally, staff represented at more junior pay grades will include modern apprentices, school leavers and graduates, whose early years career development is supported with the view of upward mobility through the pay bands upon qualification or gaining the required levels of experience.

16. Audit Scotland's pay structure is based on a tiered banding system from modern apprentices up to director level remuneration at band 4. There are executive positions which fall outside the scope of this pay scale structure.

17. On 31 March 2022, employee composition by pay bands can be seen below:

	Men	Women
Modern Apprentice:	25.00 per cent	75.00 per cent
1A:	44.68 per cent	55.32 per cent
1B:	32.35 per cent	67.65 per cent
1C:	39.58 per cent	60.42 per cent
2A:	44.44 per cent	55.56 percent
2B:	38.64 per cent	61.36 per cent
3:	52.27 per cent	47.73 per cent
4:	53.33 per cent	46.67 per cent
Executive Team:	50.00 per cent	50.00 per cent

Occupational Segregation: Pay Bands by Gender (%)



Findings and conclusion

Gender pay gap findings

18. Our mean gender pay gap of 7.39 per cent has continued to decrease from the previous two years. The majority of our part-time employees (81.36 per cent) are women, which may account for the differential rates of pay. The reduction in the mean gender pay gap is encouraging as Audit Scotland continues its efforts to embed gender equality across the organisation.

19. Our median gender pay gap has increased which is attributable to unfulfilled senior vacancies at the reporting date. This is derived from a quartile analysis of Audit Scotland's pay grade structure which takes into account calculated rates of pay irrespective of role seniority (for example, staff in senior positions who may work on a part-time basis).

20. We have included analysis on occupational segregation in our workforce. This shows less women in our Senior Manager (band 3) and Director (band 4) pay bandings than men. During 2023, we will continue supporting and developing women in bands one and two to progress into senior roles in future years. It is positive to note that in the year 2021/22, there were 32 permanent promotions made across Audit Scotland, of which 65.62 per cent were women and 34.38 per cent were men.

21. Members of staff not currently at their grade maximum can self-initiate their own career development through the Careers Development Gateway process to move up a pay band. This process is separate from our formally managed recruitment and selection process based on meeting targeted resourcing needs. This involves the member of staff setting out the basis on which they demonstrate the requisite behavioural and technical competencies required of a more senior post. A total of five employees transitioned through a career development gateway, of which 80 per cent were women and 20 per cent were men.

A culture of inclusion and equality of opportunity

22. Audit Scotland has a public sector equality duty to mitigate socio-economic inequalities. There are various initiatives to support existing members of staff and attract candidates from communities as diverse as Audit Scotland represents.

23. Opportunities for flexible working are promoted at Audit Scotland to ensure staff are able to better manage their own pursuits and personal lives around their work commitments. As women still assume disproportionate responsibility for caring and unpaid forms of working, flexible working can support retention rates in cases where the alternative may be a departure from the workforce, or higher levels of representation in lower paid employment.

24. There are a number of equality network groups at Audit Scotland to promote a culture of inclusion on the grounds of race and ethnicity, sexual and gender diversity, disability status, and carer status. It is understood greater steps towards gender pay equality must be harmonised alongside tackling other forms of inequality and disadvantage.

25. In order to achieve this ambition of future intersectional equalities reporting, Audit Scotland has a number of prospective proposals to enhance workforce data capture and identify targeted areas of investment and improvement to our existing staff and applicants.

Organisational design and resource planning

26. Equal pay for work of equal value is achieved at Audit Scotland through our approach to job design. We use an analytical job evaluation system to assess the relative value of all jobs across our organisation. By contrast, our gender pay gap fluctuates with the changing composition of our workforce from year to year.

27. A key element of our resource and succession planning is the operation of our professional training scheme for auditors. A typical trainee will take four years at Audit Scotland to become qualified, at which point our newly qualified trainees progress further through our pay structure into more senior roles. Achieving a good representation of men and women across our professional training scheme is an important part of closing the gender pay gap in future years. Our HR team review the graduate scheme each year and consider updating our attraction strategy if necessary to support this trend.

Recruitment and career development

28. Where recruitment for any roles takes place, we deploy recruitment and selection techniques which are designed to eliminate bias and support decisions which are based upon objective criteria. All panel members for recruitment receive training which includes an awareness of unconscious bias and protected characteristics. During 2021/22, we have continued to refresh our training content and continued the use of essential and desirable criteria on our job profiles.

29. Examining our recruitment data from 2021/22, the majority of applications were made by women (53.2 per cent). Of the shortlisted candidates, 65.1 per cent were women and 34.4 per cent were men. 0.5 per cent chose not to disclose this information. This is in comparison to 2020/21 where the majority of applications were made by men and more men were shortlisted (56.7 per cent) than women (43.3 per cent). We are pleased to attract more women and will continue advertising our vacancies across a diverse range of media and highlighting our flexible, hybrid working approach.

30. The voluntary turnover rate of 6.08 per cent at Audit Scotland for 2021/22 remains lower than the median voluntary figure for the UK of 10.3 per cent in 2021.⁴ While this helps ensure the retention of knowledge and experience within Audit Scotland, it also means that career progression into more senior

⁴ [Labour turnover rates: XpertHR survey 2022 | Survey analysis | Tools | XpertHR.co.uk](#)

roles for newer employees takes time. Our Career Development Gateway process is an example of how employees can make a greater contribution to Audit Scotland and grow their careers with us, remaining in employment with us throughout.

31. We will continue to monitor our equalities duties and seek feedback from our employees within Audit Scotland, along with our Equalities and Human Rights Steering Group, our People Focus Group, our internal diversity employee network groups, the Public and Commercial Services (PCS) union and our employee pulse surveys so that we can continue to improve. We will also continue to benchmark and share good practice with other similar organisations, including the other UK audit agencies.

Conclusion

32. Although significant steps have been made toward greater levels of organisation-wide gender equality at Audit Scotland, we acknowledge that it may be several years before the gender pay gap is reduced or removed completely due, in part, to our relatively low employee turnover and the pace of societal change across the UK. In the meantime, Audit Scotland will continue to report each year about our commitment to reduce the gender pay gap and the progress that we are making.

33. We have also published a report with further information and guidance for other employers which can be found on our website [here](#).

Written statement

I can confirm the gender pay gap calculations are accurate and have been carried out in line with the guidance provided by the UK Government⁵.

Signed:

A handwritten signature in black ink, appearing to read 'Stephen Boyle', with a long horizontal flourish extending to the right.

Stephen Boyle
Accountable Officer

⁵ <https://www.gov.uk/government/collections/gender-pay-gap-reporting>

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