

## Equal Pay Statement

VisitScotland will always seek to recruit and promote the right people to meet its business needs and objectives, and to make use of all the skills and talents available to it from the society in which it operates and further afield.

VisitScotland understands that equal pay between men and women is a legal right under both domestic and European law and fully supports the principle that all employees should receive equal pay for the same or like work or work held to be equivalent or of equal value. The organisation aims to set pay rates for staff that are determined by job evaluation, performance, experience, the internal and external job market, and on a basis that is absent from any bias against or towards any equality group or protected characteristic.

VisitScotland uses job evaluation to measure the size of job roles in relation to responsibility, expertise, experience etc. and uses the outcome to determine an employee's grade, and is an important factor in determining salary.

## Objectives

Our equal pay and reward objectives are to:

- promote equality of opportunity and the principles of equal pay throughout the workforce
- promote and implement fair, just and lawful practices with regards to pay and reward
- promote good relations between people sharing different protected characteristics in the implementation of equal pay
- eliminate any unfair, unjust or unlawful practices that impact on pay and reward
- investigate promptly any instances of equality that arise and take appropriate action where required

To achieve the objectives VisitScotland will:

- regularly monitor and review the application and impact of pay policies and practices
- conduct regular equal pay reviews of the pay and reward system to ensure we meet equal pay obligations and that it is consistent with our corporate equality objectives and values
- provide guidance and advice to those involved in determining staff salaries in line with VisitScotland's Pay Procedures
- provide information and guidance to staff as to how the pay system operates and how their own pay is calculated
- ensure staff are aware that they can enquire about their pay and grading (including salary progression), providing prompt responses to enquiries, together with advice on VisitScotland's dispute resolution procedures where staff are not satisfied
- respond to grievances and other concerns on equal pay as a priority
- discuss and agree changes to pay and reward policy with trade union representatives, where appropriate

## Occupational Segregation

VisitScotland has a gender split amongst its workforce of broadly 33% male, 67% female as detailed in table 1 below. Females outnumber males at grades 1 to 7. Grade 8 (Director level) is currently made up of exclusively males. The non-graded staff constitute a range of staff that at the time the report was written were waiting formal grading.

Given the different roles within grades 1 – 7 numbering in excess of 200 within Visitor Services, Marketing, Quality, IT, Finance and HR amongst others, it does not appear that there is specific occupational segregation within certain levels of the organisation.

VisitScotland is a popular employer for women and flexible working and enhanced maternity leave benefits appear to be a factor in this, as they give valuable flexibility to staff caring for young children, disabled children or elderly parents and family.

It is only at grade 8 (Director level) that there is a noticeable absence of women. The Board is aware of this statistic and believes that given the proportion of women in the grades immediately below Director, it will only be a matter of time before the female representation at this level increases.

In order to enable women to gain experience of working at this level, VisitScotland has held a mentoring programme, and supported a number of our senior managerial staff in participation another programme called "Pilotlight" where several of our women managers have benefited working in different environments and in different cultures.

## Gender

In terms of average salary by gender, Table 1 shows the average hourly rate of pay within each employee grade and the percentage difference between female and male pay. Where the average salary is represented in red the figure is higher than that of the average grade equivalent grade for the opposite gender. The difference in average pay for grades 1 to 4 are low and not considered significant for the purposes of an equal pay audit. For grades 5 to 7 salary the difference is higher in favour of male staff but remains within a margin of 5%. Although not warranting immediate action further consultation and analysis will be undertaken to fully understand these differences.

Table 1

	Female Total	Male Total	% Difference	Overall Average
Grade 1	£8.62	£8.50	-1.40%	£8.59
Grade 2	£10.16	£10.36	2.00%	£10.21
Grade 3	£11.23	£11.28	0.40%	£11.25
Grade 4	£14.01	£14.14	0.90%	£14.06
Grade 5	£18.57	£19.34	4.20%	£18.88
Grade 6	£23.49	£24.54	4.50%	£23.92
Grade 7	£34.92	£36.43	4.30%	£35.54
Grade 8		£56.62	No (Females)	£56.62
Non Graded	£13.62	£21.03	54.40%	£18.39
<b>Grand Total</b>	<b>£12.62</b>	<b>£15.89</b>	<b>25.90%</b>	<b>£13.68</b>
<b>Grand Total Exc Grade 8 &amp; Non Graded</b>	<b>£12.60</b>	<b>£14.59</b>	<b>15.80%</b>	<b>£13.21</b>

More detailed pay data including information on occupational segregation by Gender can be found in our separate Mainstreaming Report or Equal Pay Data Audit.

## Ethnicity and Disability

As mentioned in the Equal Pay Statement, we have carried out an analysis of both disability and ethnicity by grade but due to the small number of staff in the sample (less than 5 in each group other

than Grade 1 which is marginally higher), and overall within VisitScotland itself, we are unable to provide the information. This is to prevent identification of anonymised individuals within the data, which would be a potential breach of personal data protection legislation.

We will however apply the principles, objectives and activities outlined above to ensure equality in pay in these groups and across all protected characteristics.

VisitScotland

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