



## Contents

Chief Executive’s Foreword .....	3
Facal-toisich an Àrd-oifigeir .....	5
Introduction.....	7
About us .....	8
Section 1: Mainstreaming Equality .....	10
Section 2: Equality Outcomes - Our progress.....	16
Section 3: Our people .....	21
Section 4: Board diversity and succession planning.....	42
Section 5: Pay gaps and equal pay .....	46
Section 6: Our Equal Pay Policy.....	52
Appendix 1.....	53
Appendix 2.....	54
Appendix 3.....	55

For information on accessing this document in an alternative format or language, please contact SEPA by emailing [equalities@sepa.org.uk](mailto:equalities@sepa.org.uk)

If you are a user of British Sign Language (BSL), the Contact Scotland BSL service gives you access to an online interpreter, enabling you to communicate with us using sign language.

[contactscotland-bsl.org](http://contactscotland-bsl.org)

## Chief Executive's Foreword

I am committed to ensuring that equality, diversity and inclusion are at the heart of our service delivery for Scotland and the organisation itself.

Our previous mainstream report was published in 2021, following the global pandemic and a cyber-attack on our organisation. Since then, the world has changed again, with the war in Ukraine, the cost-of-living crisis and an acceleration in global warming and biodiversity loss. We recognise the potential impact these issues will likely have on equality and diversity, and we are working hard to ensure that we fulfil our duty to eliminate discrimination, to advance equality and to foster good relations.

To support this change, we published four new equality outcomes. These outcomes are our commitment to work to address long-standing or significant issues of inequality or underrepresentation, requiring us to act and go beyond basic compliance in mainstreaming equality.

Fundamental to achieving these outcomes is understanding lived experiences. We have established several lived experience groups, helping us think about the different needs that people have and the best way to meet their needs. They bring together staff members with shared characteristics and experience and provide a safe forum to raise issues that they have identified in the organisation. They also provide the organisation with an audience to consult on new policies, projects and services.

Decreasing our gender pay gap and occupational segregation related to gender, disability and ethnicity is also important to us. Whilst we have seen a small shift in our average overall organisation gender pay gap (from 9.25% to 7.53%) and the gender representation of our workforce (57% female and 43% male), we have also seen a continuing trend that female employees are under-represented at management grades and over-represented at lower grades.

This year will see the development of our new Corporate Plan and a strong focus on public sector reform. Several programmes will deliver the key objectives of building our services around people and communities, working with other organisations; promoting equality and seeking to improve performance. We will look for opportunities to co-design and implement our services for protecting and improving Scotland's environment.

Equality is an integral part of our business, and we are proud of the progress we are making. We also recognise that there is more to do to meet our aspirations. I hope this report provides some assurance of our progress and look forward to more in the future.

**Nicole Paterson**

**Chief Executive Officer**

## Facal-toisich an Àrd-oifigeir

Tha mi rùnaichte gum bi co-ionannachd, iomadachd agus in-ghabhalachd aig teis-meadhain libhrigeadh ar seirbheis do dh'Alba agus don bhuidheann fhèin.

Chaidh an aithisg làthaireil a bh' againn roimhe fhoillseachadh ann an 2021, an dèidh galar-sgaoilte COVID agus sìobar-ionnsaigh ga toirt air ar buidheann. An dèidh sin, thàinig atharrachadh eile air an t-saoghal le cogadh san Ugràin, càs cosgais bith-beò agus blàthachadh na cruinne is call bith-iomadachd a' luathachadh. Aithnichidh sinn dè a' bhuidheann a dh'fhaodadh na cùisean seo toirt air co-ionannachd is iomadachd, agus tha sinn ag obair gu cruaidh airson dèanamh cinnteach gun coilean sinn ar dleastanas airson a bhith a' cur às do leth-bhreith, ag adhartachadh co-ionannachd agus ag àrach deagh dhàimhean.

Mar thaic don atharrachadh seo, dh'fhoillsich sinn ceithir builean ùra airson co-ionannachd. 'S e na builean seo ar rùn gus dèiligeadh ri cùisean co-ionannachd no cion-riochdachaidh a tha maireannach no cudromach, agus a chuireas uallach oirnn barrachd a dhèanamh seach dìreach gèilleadh ris na riaghailtean airson co-ionannachd àbhaisteachadh.

Airson na builean seo a choileanadh, tha e deatamach gun tuig sinn dè na dh'fhiosraicheadh le daoine nam beatha dha-rìribh. Tha sinn air grunn chòmhlaing fèin-fhiosrachaidh a stèidheachadh, mar chuideachadh dhuinn smaointinn air na feuman eadar-dhealaichte a th' aig daoine agus an dòigh as fheàrr air freagairt riutha. Bheir iad còmhla luchd-obrach aig a bheil feartan is eòlas an co-chomann a chèile agus fòram sàbhailte gus cùisean a chomharraich iadsan sa bhuidheann a thogail. Bheir iad luchd-èisteachd don bhuidheann cuideachd airson co-chomhairle a chumail timcheall phoileasaidhean, pròiseactan is seirbheisean ùra.

Tha e cudromach dhuinn mar an ceudna gun lùghdaichear ar beàrn pàighidh gnè is sgaradh dreuchdail co-cheangailte ri gnè, ciorram is cinneadh. Ged a chunnacas glideachadh beag sa chumantas nar beàrn pàighidh gnè don bhuidheann gu lèir (o 9.25% gu 7.53%) agus a thaobh riochdachadh gnè ar feachd-obrach (57% boireann agus 43% fireann), chunnacas cuideachd gun robh cion-riochdachadh aig luchd-cosnaidh boireann ann an dreuchdan stiùiridh agus gun robh iad air an riochdachadh cus ann an dreuchdan de dh'ìrean nas ìsle.

Am-bliadhna thèid am Plana Corporra ùr againn a dheasachadh agus bheir e aire gheur air ath-leasachadh na roinn poblaich. Lìbhrigidh grunn phrògraman na prìomh-amasan a thaobh a bhith a' togail ar seirbheisean timcheall air daoine is coimhearsnachdan, ag obair còmhla ri buidhnean eile; a' brosnachadh co-ionannachd is a' sireadh ri dèanadas a leasachadh. Lorgaidh sinn cothroman gus ar seirbheisean a cho-dhealbhadh 's a chur an gnìomh airson àrainneachd na h-Alba a dhìon 's a leasachadh.

Tha co-ionannachd aig cridhe ar gnìomhachais, agus tha sinn moiteil às an adhartas againn a thaobh seo. Aithnichidh sinn cuideachd gu bheil tuilleadh ri dhèanamh gus ar rùintean a choileanadh. Tha mi an dòchas gun toir an aithisg seo nàdar de bharantas dhuibh a thaobh ar cuid adhartais agus tha fiughair agam ris a' chòrr san àm ri teachd.

**Nicole Paterson**

**Àrd-oifigear**

## Introduction

Welcome to our Equality Mainstreaming and Outcomes Report 2023. The report demonstrates the progress we have made in mainstreaming equality and in the equality outcomes we set in 2017. The report also details our new equality outcomes, covering 2022-2026, and reflects the embedding and advancement of equality and diversity in relation to our people, including gender pay gap, and equal pay.

## Structure of the report

- Section 1 - Report on mainstreaming the equality duty.
- Section 2 - Publish equality outcomes and report progress.
- Section 3 - Gather and use employee information.
- Section 4 - Publish information on board diversity and succession planning.
- Section 5 - Publish gender pay gap information.
- Section 6 - Publish statements on equal pay.

## About us

We are Scotland's principal environmental regulator. Our purpose is to protect and improve Scotland's environment. Whilst doing so, we also help create health and wellbeing benefits and sustainable economic growth. We are a non-departmental public body of the Scottish Government delivering two fundamental services – **Environmental Regulation** and **Flood Risk Management**.

We employ over 1200 people across Scotland in a wide variety of roles, from scientists and regulators to administration officers and accountants, who all contribute to achieving our objectives and the national outcomes set by the Scottish Government.

Our current Corporate Plan 2017-2022 sets out four key outcomes:

1. Scotland is thriving in a low carbon world.
2. Scottish businesses are prospering from better environmental performance.
3. The impact of flooding is reduced.
4. People benefit from Scotland's improving environment.

The Plan was intended to cover the period 2017-2022 but has been rolled over until 2024 following the global pandemic and a sophisticated cyber-attack on the organisation. Our next Corporate Plan will be published in 2024 and as part of its development we will take the opportunity to build upon the policies and legislation already in place to promote and advance equality in all that we do.

## Who is involved in Equality and Human Rights in SEPA?

**Table 1: Equality responsibilities at SEPA**

Responsibility	Who
Respect human rights and equality in every interaction	Everyone





## Section 1: Mainstreaming Equality

This section demonstrates our ongoing commitment to taking account of equality while undertaking our duties and activities and delivering our services and integrating equality into our day-to-day work.

### Leadership and governance

In 2022, we established a People Committee as part of the Agency Board governance. The People Committee is responsible for supporting management in the development and wider organisational culture necessary to drive transformational change. It will also support management in the development of a People Strategy that reflects the vision, values, behaviours and competencies to delivery our services for Scotland.

Our Equality Oversight Group comprises senior management representatives from across the Agency with a mandate to help create a culture where: all staff can excel at work; our services meet all our customers' needs; and we value diversity. The group's monitoring and reviewing of progress helps to embed equality work in our annual regulatory, flooding and organisational priorities and promotes respect, equality and human rights across the organisation. Since its establishment in 2022, the Equality Oversight Group has held several workshops including neurodiversity, women in leadership, digital accessibility, and racism in the workplace.

Our lived experiences groups cover several areas including EU staff, digital accessibility and staff members experiencing long-covid symptoms. They bring together staff members with shared characteristics and experience and provide a safe forum to raise issues that they have identified in the organisation. They also provide the organisation with an audience to consult on new policies, projects and services.

As an organisation, our workforce is important to us and we need to understand our resources needs, skills and expertise required both now and in the future. We are currently











## Section 2: Equality Outcomes - Our progress

In 2017, we set out two outcomes:

- SEPA's performance is enhanced by having a workforce whose diversity more closely reflects that of Scotland; and
- The people of Scotland, including minority communities, can readily access, understand and are enabled to act upon SEPA services.

### **SEPA's performance is enhanced by having a workforce whose diversity more closely reflects that of Scotland.**

The delivery of services for Scotland depends wholly on the dedication, commitment and diversity of our people. We aim to enable people to be the best they can at work bringing a focus on the values and behaviours that are integral to a positive and supportive working culture. Our workforce planning plays an integral role in having an increased awareness of the capabilities and skills that SEPA needs for the future.

#### **Our workforce**

As an employer, we have 1,210 employees (as of 30 November 2022 based on headcount only) working in locations across the whole of Scotland, from Shetland in the north to Newton Stewart in the south.

We have a statutory responsibility to carry out monitoring on the protected characteristics of our workforce. This allows us to identify any gaps or issues in our recruitment and employment procedures. We currently monitor the characteristics of:

- our leavers;
- our recruitment process; and
- our staff promotions.

At present, we are considering how to enhance our workforce profile to ensure that we capture information for all protected characteristics.









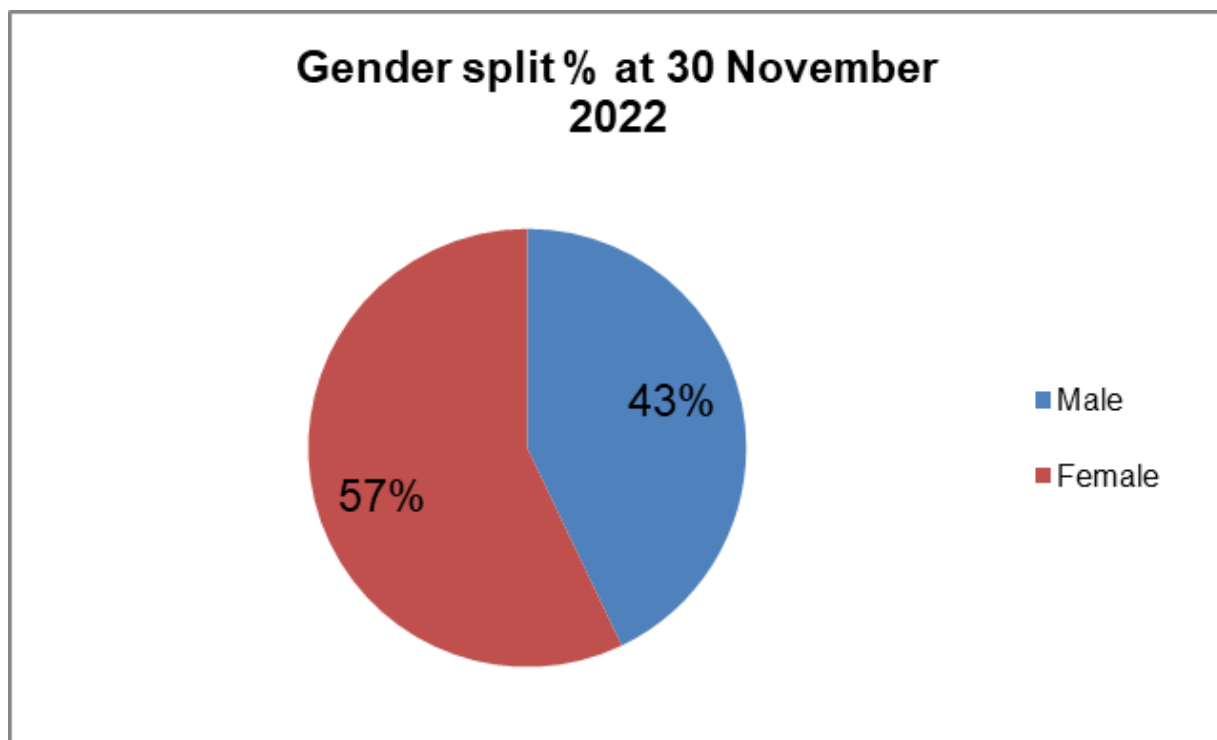


## Section 3: Our people

### Employee information/workforce composition

The information provided in this section is taken from our Human Resources Management Information System and is valid at 30 November 2022. Numbers less than 10 are not disclosed to protect individual confidentiality and are marked as a \*. Information not provided/not specified denotes that a member of staff has not supplied this information.

**Figure 1: SEPA staff gender split by percentage**

















































## Section 4: Board diversity and succession planning

Our Board is responsible for the overall direction and performance of the organisation. Appointments to the Board are made by Scottish Ministers and are regulated by the Commissioner for Public Appointments in Scotland. Appointments are normally for a four-year term with the possibility of a further term up to a maximum of a further four years subject to evidence of effective performance and satisfying the skills, knowledge and personal qualities required on the Board at the time of re-appointment.

We want a diverse Board to bring a range of ideas for driving forward our strategy and to stimulate healthy debate, leading to better decisions. A diverse Board helps us to better understand our customers and be more sensitive to a wider variety of groups. Since April 2015 the gender balance of non-executive members of our Board has remained 60% male and 40% female. This is despite a turnover of both male and female members leaving and joining the Board over the last six years.

In 2021, we established a People Committee with the appointment of a male Chair. In January 2022 we appointed a new female Audit and Risk Committee Chair.

A summary is provided in Table 35.







## Section 5: Pay gaps and equal pay

### Pay gap and occupational segregation

#### Gender pay gap

The gender pay gap is a measure of the difference between male and female mean earnings expressed as a percentage of male earnings. In line with guidance from the Equality and Human Rights Commission (EHRC) we report both the 'mean' and the 'median' pay gap. The gender pay gap calculation is based on basic hourly pay and does not reflect additional pay elements such as allowances or overtime.

The *mean* pay gap is the average hourly pay rate, calculated by adding the hourly pay rate for employees then dividing by number of employees. The *median* gender pay gap is calculated by finding the middle hourly rate when the pay rate is arranged in order from highest to lowest. Both mean and median are calculated for each gender with each pay grade and for the organisation overall. The mean and median gender pay gap for all employees as at 30 November 2022 can be found in [Appendix 1](#) (Table 36).

Mean gender pay gap:

- We have an average overall organisational gender pay gap of 7.53%.
- The pay gap excluding our Q, our Corporate Leadership Team, is 7.29%, indicating that the higher pay, particularly of the males, in the Corporate Leadership Team group does impact on the overall mean gender pay gap.
- Our gender pay gap is less than the Scottish average figure, which was 10.1% for 2021
- We have no pay gap which would be rated as "significant" (a gap of more than 5%) and only the Q mean gap is above the cautionary level of 3%.

Median gender pay gap:

- Our overall median pay gap is 4.86% in favour of females.
- The most noticeable pay gap is for the Q pay grade, where it is 15.12%, due to the proportion of males being on higher pay steps.













## Section 6: Our Equal Pay Policy

Our [Equal Pay Policy](#) is published on our website.

## Appendix 1

Table 36. The mean and median gender pay gap for all employees as at 30 November 2022.

Pay Grade	Total No. Staff in Pay Grade	No. Female Staff in Grade	Female £ Mean Hourly	Female £ Median Hourly	No. Male Staff in Grade	Male £ Mean Hourly	Male £ Median Hourly	Mean Pay Gap £	Mean Pay Gap %	Mean Pay Gap £	Median Pay Gap %
Q, M & N	10	*	£50.38	£45.19	*	£52.54	£53.23	£2.16	4.11%	£8.05	15.12%
A	20	*	£39.68	£39.96	11	£39.76	£39.96	£0.08	0.20%	£0.00	0.00%
B	44	21	£32.64	£33.06	23	£33.01	£31.13	£0.37	1.12%	-£1.93	-6.19%
C	190	87	£27.66	£28.00	103	£27.83	£28.67	£0.16	0.59%	£0.67	2.34%
D	365	205	£22.57	£23.29	160	£22.67	£23.29	£0.10	0.42%	£0.00	0.00%
E	369	216	£18.59	£19.27	153	£18.77	£19.27	£0.18	0.98%	£0.00	0.00%
T	0	0	£0.00	£0.00	0	£0.00	£0.00	£0.00	0.00%	£0.00	0.00%
F	141	98	£14.90	£15.20	43	£14.78	£15.20	-£0.11	-0.77%	£0.00	0.00%
G	68	49	£12.49	£12.65	19	£12.44	£12.65	-£0.04	-0.36%	£0.00	0.00%
H	*	*	£10.86	£10.86	*	£10.86	£10.86	£0.00	0.00%	£0.00	0.00%
TOTAL ex CLT	1200	686	£20.66	£23.29	514	£22.29	£22.21	£1.62	7.29%	-£1.08	-4.86%
TOTAL inc CLT	1210	691	£20.88	£23.29	519	£22.58	£22.21	£1.70	7.53%	-£1.08	-4.86%

Please note that \* denotes a return of less than 10.

## Appendix 2

Table 41. Pay gap information for SEPA staff who have declared a disability.

Pay Band	No of staff in pay band	NO. STAFF with disability declared	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY	NO. STAFF with no disability declared	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY	NO. STAFF where disability declaration was not provided	£ MEAN BASIC HOURLY	£ MEDIAN BASIC HOURLY
Q	10	*	£49.63	£49.63	*	£49.75	£47.41	*	£57.31	£60.06
A	20	0	£0.00	£0.00	18	£39.90	£39.96	*	£38.12	£38.12
B	44	0	£0.00	£0.00	41	£32.84	£33.85	*	£32.83	£33.85
C	190	*	£28.24	£28.67	172	£27.77	£28.67	12	£27.22	£27.02
D	365	*	£22.48	£23.29	321	£22.73	£23.29	35	£21.62	£21.18
E	369	10	£18.70	£19.27	296	£18.85	£19.27	63	£17.81	£17.11
T	0	0	£0.00	£0.00	0	£0.00	£0.00	0	£0.00	£0.00
F	141	*	£15.20	£15.20	116	£15.01	£15.20	23	£14.06	£13.99
G	68	*	£12.65	£12.65	59	£12.56	£12.65	*	£11.74	£11.55
H	3	*	£0.00	£0.00	*	£10.86	£10.86	0	£0.00	£0.00
TOTAL	1210	29	£22.14	£20.69	1032	£21.83	£21.69	148	£19.98	£18.16

Please note that \* denotes a return of less than 10.

## Appendix 3

Occupational segregation.

These are the definitions of our different pay grades. The pay grades are used in the following tables:

- Q, M & N - Member of Corporate Leadership Team
- A - Member of Senior Management Team
- B - Manager of managers or national experts with management responsibility
- C - Core unit manager or technical specialist
- D- Supervisory or senior technical role
- E - Core officer / technical role
- F- Support officer role
- G- Administrative role
- H- Building support role
- T - Trainee core officer role



















Pay Grade	Race Declaration	Management Role No. Staff	Policy Role No. Staff	Regulatory Role No. Staff	Science Role No. Staff	Business & Support Role No. Staff	Total No. Staff
T - Trainee core officer role	Information Not Provided	0	0	0	0	0	0
T - Trainee core officer role	Other	0	0	0	0	0	0
T - Trainee core officer role	White - British	0	0	0	0	0	0
T - Trainee core officer role	White - Other	0	0	0	0	0	0
T - Trainee core officer role	White - Scottish	0	0	0	0	0	0
Sub Totals	Black / Asian	0	*	*	*	*	20
Sub Totals	Information Not Provided	23	*	48	57	36	168
Sub Totals	Other	*	0	*	*	*	10
Sub Totals	White - British	54	27	97	103	43	324
Sub Totals	White - Other	10	*	23	36	21	99
Sub Totals	White - Scottish	77	16	154	160	182	589
Grand Total		165	58	329	369	289	1210



Please note that \* denotes a return of less than 10.

**Table 44. SEPA occupation segregation by disability as at 30 November 2022.**

Pay Grade	Disability Declaration	Management Role No. Staff	Policy Role No. Staff	Regulatory Role No. Staff	Science Role No. Staff	Business & Support Role No. Staff	Total No. Staff
Q,N and M - Member of Corporate Leadership Team	Information Not Provided	*	0	0	0	0	*
Q,N and M - Member of Corporate Leadership Team	No Disability Declared	*	0	0	0	0	*
Q,N and M - Member of Corporate Leadership Team	Disability Declared	*	0	0	0	0	*
A - Member of Senior Management Team	Information Not Provided	*	0	0	0	0	*
A - Member of Senior Management Team	No	18	0	0	0	0	18
A - Member of Senior Management Team	Yes	0	0	0	0	0	0
B - Manager of managers or national experts with management responsibility	Information Not Provided	*	0	0	0	0	*

Pay Grade	Disability Declaration	Management Role No. Staff	Policy Role No. Staff	Regulatory Role No. Staff	Science Role No. Staff	Business & Support Role No. Staff	Total No. Staff
B - Manager of managers or national experts with management responsibility	No	41	0	0	0	0	41
B - Manager of managers or national experts with management responsibility	Yes	0	0	0	0	0	0
C - Core unit manager or technical specialist	Information Not Provided	*	*	*	0	*	12
C - Core unit manager or technical specialist	No	79	20	35	15	23	172
C - Core unit manager or technical specialist	Yes	*	0	*	*	*	*
D - Supervisory or senior technical role	Information Not Provided	0	*	*	11	14	35
D - Supervisory or senior technical role	No	*	26	129	108	54	321

Pay Grade	Disability Declaration	Management Role No. Staff	Policy Role No. Staff	Regulatory Role No. Staff	Science Role No. Staff	Business & Support Role No. Staff	Total No. Staff
D - Supervisory or senior technical role	Yes	0	*	*	*	0	*
E - Core officer / technical role	Information Not Provided	0	0	25	25	13	63
E - Core officer / technical role	No	0	*	114	126	49	296
E - Core officer / technical role	Yes	0	0	*	*	*	10
F - Support officer role	Information Not Provided	0	0	*	19	*	23
F - Support officer role	No	0	0	*	58	57	116
F - Support officer role	Yes	0	0	0	0	*	*
G - Administrative role	Information Not Provided	0	0	0	0	*	*
G - Administrative role	No	0	0	0	0	59	59
G - Administrative role	Yes	0	0	0	0	*	*
H- Building support role	Information Not Provided	0	0	0	0	0	0
H- Building support role	No	0	0	0	0	3	3

Pay Grade	Disability Declaration	Management Role No. Staff	Policy Role No. Staff	Regulatory Role No. Staff	Science Role No. Staff	Business & Support Role No. Staff	Total No. Staff
H- Building support role	Yes	0	0	0	0	0	0
T - Trainee core officer role	Information Not Provided	0	0	0	0	0	0
T - Trainee core officer role	No	0	0	0	0	0	0
T - Trainee core officer role	Yes	0	0	0	0	0	0
Sub totals	Sub totals	Sub totals	Sub totals	41	55	36	148
Sub totals	No	148	53	279	307	245	1032
Sub totals	Yes	*	*	*	*	*	30
Grand totals		165	58	329	369	289	1210

Please note that \* denotes a return of less than 10.