



Royal Conservatoire *of* Scotland

Equal Pay Policy & Review 2021

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Equal Pay Statement

The Royal Conservatoire of Scotland is committed to the principle of equal pay for like work and for work of equal value, irrespective of gender, race, disability or any other protected characteristic. We recognise that the issue of unequal pay goes further than the definitions contained within the equal pay legislation and this necessitates looking beyond equal pay for equal work, to related matters including occupational segregation, career development and flexible working.

We recognise the importance of, and are committed to the provision of a fair, objective and transparent pay system which is free from gender or any other bias. In the interests of equity and fairness, and as good business practice we are committed to taking action to ensure that we provide equal pay for like work and work of equal value.

To put this commitment to providing equal pay into practice, we have:

- Adopted best practice in the Higher Education sector to demonstrate equality and transparency.
- Implemented a range of policies to underpin equality in employment (for example, the Reward and Recognition Policy, Professional Updating Process and Family Friendly Leave Policy).
- Implemented the Hay method of job evaluation for the grading of every post within the Royal Conservatoire.
- Undertaken a biennial Equal Pay Review for the past seven years to compare the pay of men and women doing like work and work of equal value to ensure that our pay system is free from bias. We have always extended these reviews to include ethnicity and disability to ensure that all staff are covered by this protective legislation.

We will, as a priority, take positive steps to address the areas in which the review demonstrates that pay gaps exist.

The Director of Human Resources is committed to undertaking an Equal Pay Review every two years to ensure parity and reward fairly the skills, experience and potential of all our staff.

EQUAL PAY REVIEW 2021

1.0 BACKGROUND

It is unlawful for employers to pay men and women differently for the same jobs, jobs that have been rated the same under a job evaluation study, or jobs that are of equal value.

All public sector organisations, including Higher Education Institutions, are required to undertake a pay review to assess whether there are any discrepancies between the pay for men and women. An equal pay review is an analysis of an organisation's pay structure in order to identify and eliminate any gaps that cannot be satisfactorily explained on objective grounds other than gender. It includes the following essential elements:

- Comparing the pay of men and women doing equal work and identifying any gender pay gaps, whether in basic pay or any additional payments.
- Carrying out similar analyses for other equality areas where the institution has sufficiently robust statistical data.
- Explaining any significant pay gaps.

This review presents our findings as of 1st January 2021 (as far as the data is available) together with a comparison of the results of the 2019, 2017 and 2015 reviews and recommendations of areas for further action or review.

2.0 PROCESS:

The way in which the Conservatoire's pay review was structured followed the recommendations within the Equality and Human Rights commission's (EHRC) equal pay review model, which has four steps:

1. Determining the scope of the review and collating the data required.
2. Identifying where men and women (and those from other equality groups) are doing equal work.
3. Comparing pay data to identify any significant pay gaps.
4. Establishing the causes of any significant pay gaps and deciding whether these are free from discrimination and objectively justified, reviewing all relevant pay policies.

An equal pay review will usually consider three areas: 'work rated as equivalent', 'work of equal value' and 'like work'. This third area is of more relevance when the organisation does not have a single job evaluation scheme and where value judgements are made based on the jobs being the same or broadly similar. As the Conservatoire has implemented the HAY job evaluation scheme for all posts, all roles have been evaluated and assigned to a specific grade. On this basis, 'like work' is encompassed by 'work of equal value' and 'work rated as equivalent'. The review therefore concentrates on comparisons of work rated as equivalent and work of equal value as defined below:

1. Work rated as equivalent comparing all jobs with the same job evaluation score.

2. Work of equal value where all jobs within the same points range (grade) are compared.

There is no legal definition of what constitutes a ‘significant gap’ however as a reference guide, the EHRC advocates the following:

Pay differential (relating to sex)	Recommended action
Less than 3%	No action
Greater than 3% but less than 5%	Regular monitoring required
Greater than 5%	Reason for difference to be investigated and appropriate action taken to close gap

3.0 SCOPE OF REVIEW:

In previous years, the Conservatoire Senior Management Team took the decision not to limit the Pay Review to gender, but to extend it to incorporate other protected characteristics for which we hold relevant statistical data. We have once again included data and analysis on these areas, as we have done since 2013. From 2017, it was a legal requirement for all public bodies to publish statements on equal pay and occupational segregation for gender, race and disability every four years.

Our second tranche of data relates to our Hourly Paid¹ staff, who constitute a significant section of our workforce. These colleagues are generally professionals currently in practice in their chosen field, be it drama, music, production or any of our other disciplines. For these members of our staff, a teaching role may represent a minor part of what they do, and they may work with our students (or indeed staff) for a small yet significant number of hours within a year. For that reason, the way in which the data on Hourly Paid staff is presented is very different to how it is presented for our full time and pro rata staff.

It is important to note that due to the size of the institution, a very small change in our staff composition can have a significant impact on the results of an audit such as this.

The Conservatoire Senior Management Team has again this year been included in the review, since we adopted a best practice method of calculation recommended by Close the Gap² in our 2017 review. Our pay review therefore conducts a biennial comparison of data in relation to the baseline generated in 2017.

¹ Within the Conservatoire we refer to such staff as “part time staff”. For the purposes of this Equal Pay Review only they will be referred to as “Hourly Paid staff” to differentiate the figures from our “part time pro rata” figures.

² Close the Gap works in Scotland on women's participation in the labour market and has been operating since 2001.

For the second time our review investigates the issues around equal pay and occupational segregation within the Conservatoire. This is to assess the impact of occupational segregation on the pay gaps and to enable us to identify what actions to take to address the situation.

Calculations have been worked out on mean salary figures unless otherwise stated.

All data is from 1st January 2021.

The Royal Conservatoire of Scotland calculates the gender pay gap and conducts equal pay reviews to ensure that all staff are paid fairly.

A **Gender pay gap** is the percentage difference between average hourly earnings for men and women, regardless of level of work. This is expressed as a percentage of men's earnings. All data is from 1st January 2021 and includes all staff employed by this date. This data therefore includes hourly paid staff, Full-time staff and Part-time staff.

The current gender pay gap is 8.6% (mean) and 17.9% (median). The pay gaps have also been calculated for other protected characteristics.

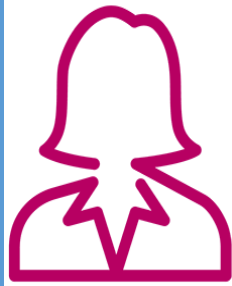
Equal pay is calculated by comparing the mean/median salary of females against males for jobs which can be rated as equal, for example, by grade.

Gender pay gap – Hourly pay



44%
Male

Gender of staff:
56% of our staff are Female and 44% are Male.



56%
Female

All Staff (including Principal)	
Male	£27.08
Female	£24.76
Mean pay gap	8.6%

Mean Hourly Pay – this is the average hourly earnings of all staff. Women’s hourly rate is **8.6%** lower than men’s.

Gender pay gap

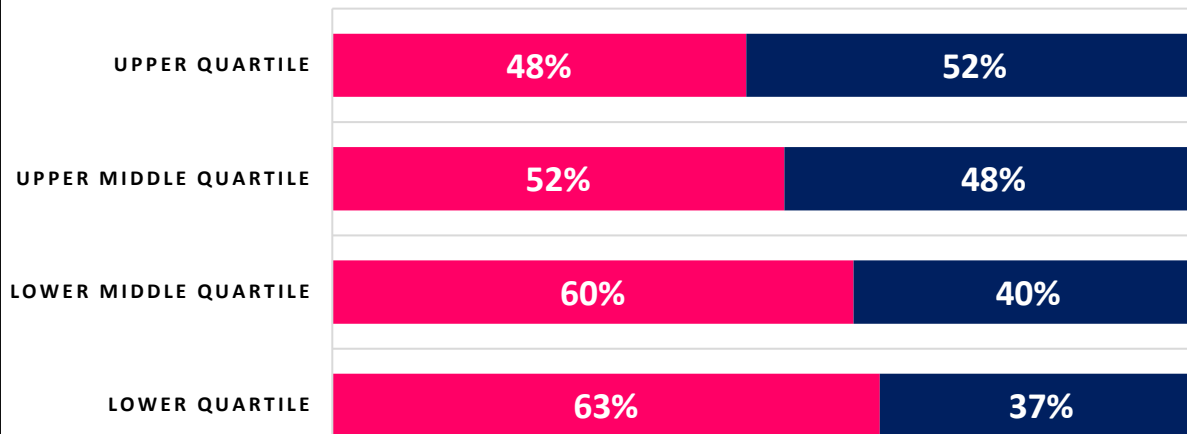


All Staff (including Principal)	
Male	£28.94
Female	£23.76
Median pay gap	17.9%

Median Hourly Pay – Women’s hourly rate is **17.9%** lower than men’s.

PROPORTION OF FEMALE AND MALE EARNERS BY QUARTILE

■ Female ■ Male



The proportion of men and women in each quartile

At the Royal Conservatoire of Scotland, women occupy 48% of the highest paid jobs and 63% of the lowest paid jobs.

4.0 FINDINGS

4.1 RCS Staff Profile Data

The Conservatoire employs staff not only over a wide range of levels and salary grades, but also a variety of working practices; many staff benefit from the flexibility of part time, term time only or annualised hours contracts. There are 914 staff members; 65% of all Professional services staff are female, while 72% of all male staff are Academic staff.

Table 1. RCS employees: Gender split by job family

Job Family	Female	Male	F →	M →	F ↓	M ↓	Grand Total
Academic	308	292	51%	49%	60%	72%	600
Professional services	203	111	65%	35%	40%	28%	314
Grand Total	511	403	56%	44%	100%	100%	914

Protected characteristics - pay gap

As well as the gender pay gap, analysis has been done on other protected characteristics.

- Gender pay gap is 8.6% in favour of men. This gap is the same as 2019.
- The ethnicity pay gap between White and Ethnic minority employees is small (2.5%).
- The disability pay gap between those with a disability and without, is -6.2%, in favour of those without a disability.
- The mean and median hourly pay by age, increases through each age group.

Table 1 Pay gap protected characteristics

	Headcount	Percentage	Mean hourly pay	Pay gap	Median hourly pay	Pay gap
Gender						
Female	511	56%	£24.76	8.6%	£23.76	17.9%
Male	403	44%	£27.08			
Total	914	100%				
Ethnicity						
Ethnic minority	131	17%	£25.80	2.5%	£23.76	-5.5%
White	618	83%	£25.15			
Refused	165	-				
Total	914	100%				
Disability						
Disabled	38	11%	£21.17	-6.2%	£21.00	-12.6%
Not disabled	323	89%	£22.47			
Refused	553	-				
Total	914	100%				
Age						
19-29	177	19%	£18.76		£12.01	
30-39	240	26%	£24.76		£23.76	
40-49	211	23%	£28.25		£29.01	
50-59	177	19%	£28.51		£30.85	
60+	109	12%	£30.83		£36.17	

4.2 Full-time and Part-time

Mean Hourly Pay – this is the average hourly earnings of all full time and part time staff and is calculated by adding all employees’ rates of pay together and dividing by the total number.

Full-time + Part-time only	Headcount	Percentage	Mean hourly pay	Pay gap	Median hourly pay	Pay gap
Total	356	100%	£19.86	-	£19.80	-
Gender						
Female	200	56%	£19.35	5.7%	£18.94	9.8%
Male	156	44%	£20.52		£21.00	
Total	356	100%				
Ethnicity						
Ethnic minority	25	7%	£16.79	16.4%	£15.17	24.5%
White	314	93%	£20.08		£20.09	
Refused	17	-				
Disability						
Disabled	20	11%	£19.46	-5.4%	£20.40	-23.0%
Not disabled	165	89%	£18.47		£16.58	
Refused	171	-				
Pattern of work						
Part-time	177	50%	£19.24	6.0%	£21.00	-12.5%
Full-time	179	50%	£20.47		£18.67	
Age						
19-29	37	10%	£12.32		£11.38	
30-39	91	26%	£16.91		£16.10	
40-49	99	28%	£21.89		£22.95	
50-59	90	25%	£21.90		£22.28	
60+	39	11%	£24.06		£25.08	

Table 2 Mean hourly pay (FT+PT only) - By characteristic

In comparison to the Conservatoire’s overall gender pay gap of 8.6%, when we look at the data based on full-time and part-time contracts only, the mean gender pay gap is 5.7%. When we exclude the principal’s wage, the mean difference reduces to 3.9%.

The pay gaps have been calculated for other protected characteristics. A small number of staff disclosed their ethnicity as from an ethnic minority. The mean pay gap between ethnicity is 16.4%. This is attributable to, proportionally, more ethnic minority staff members occupying lower grades than white staff members.

Those who disclosed a disability were, on average, paid more than those without. The pay gap is -5.4% in favour of those with a disability. This may be attributed to small numbers of staff members who self-described as disable. More monitoring will be done to further assess how self-attribution impacts this figure.

Median Hourly Pay – this is the numerical value which splits the top 50% of the population from the bottom 50%. It shows the midpoint in all employees’ hourly rates of pay. The median is 9.8% in favour of men.

The gap between those on full-time and part-time contracts is 6% in favour of those on full-time contracts. The median changes in the opposite direction in favour of part-time staff. This is due to a skew from the high number of part-time lecturers.

4.3 GENDER

Our gender pay gap in 2019 was 8.2%. The gap only slightly reduced to 5.8% in 2021. Whilst this gap is still unacceptable, it is a major move towards parity between genders.

Table Average salary by gender 2015-2021

	Headcount Number	FTE	Average Salary	Gender pay gap
Female (2017)	173	139.3	£30,465	11.8%
Male (2017)	136	116.94	£34,538	
Total	309		£4,073	
Female (2019)	163	134.33	£34,973	8.2%
Male (2019)	135	111.56	£38,099	
Total	298		£3,126	
Female (2021)	200	159.02	£35,218	5.8%
Male (2021)	156	123.23	£37,367	
Total	356		£2,149	

(NB: the red text denotes those grades where the differential is greater than 5% and therefore requires further exploration and possible action.)

Table 3 Gender pay gap per salary scale

Grade	Average hourly pay			Head count proportion	
	Female	Male	% Difference	Female (%)	Male (%)
1	£9.25	£9.22	-0.4%	58%	42%
2	...	£9.82	5.8%	17%	83%
3	£10.55	£10.71	1.5%	43%	57%
4	£12.38	£12.15	-1.9%	67%	33%
5	£16.13	£16.48	2.1%	63%	37%
6	£20.27	£20.05	-1.1%	69%	31%
7	£23.82	£24.41	2.4%	55%	45%
8	£27.65	£27.81	0.6%	38%	62%
9	£30.42	£30.86	1.4%	47%	53%
10	...	-	-	100%	0%
ECL	...	-	-	100%	0%
CSMT*	£40.35	£38.57	-4.6%	50%	50%
CSMT**	£40.35	£46.85	13.9%	44%	56%

*Excluding the Principal’s salary

**Including the Principal’s salary

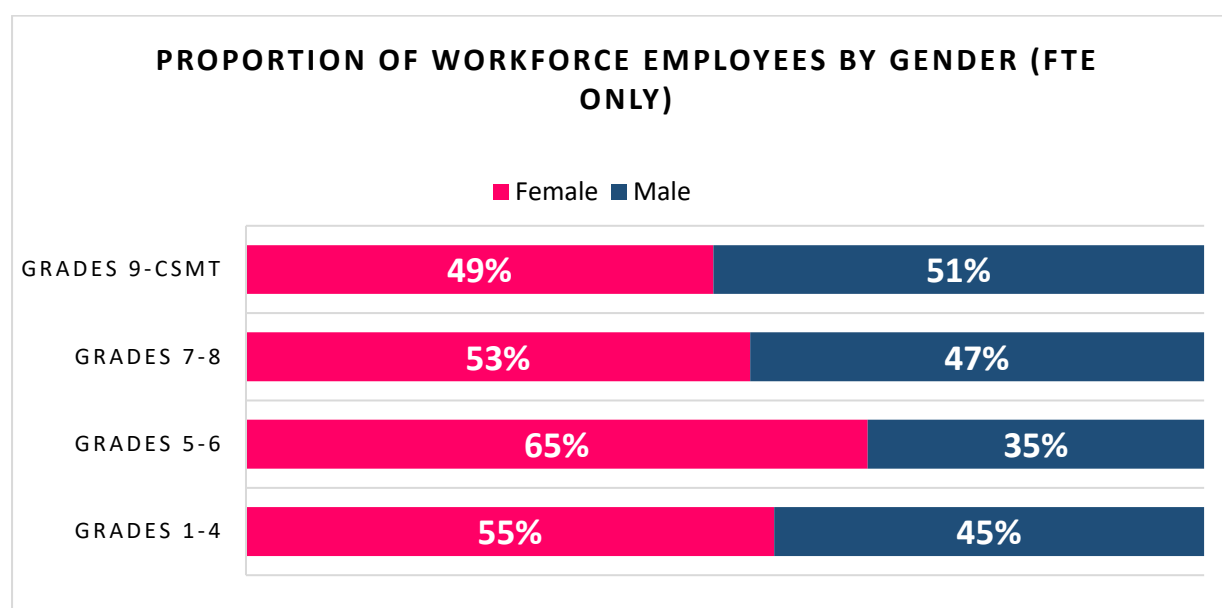
NB: 1. the red text denotes those grades where the differential is greater than 5% and therefore requires further exploration and possible action. **2.** Anything below 3 staff count is replaced with “...”

The proportion of men and women in each quartile

At the Royal Conservatoire of Scotland, for those in full-time and part-time contracts, women occupy 49% of the highest paid jobs and 55% of the lowest paid jobs.

Those on grades 5-6, had the greatest difference in the proportion of women and men in those roles (65:35).

Figure 1 Quartiles of Full-time and Part-time employees



4.4 PART TIME WORKING

Just under 50% of our permanent staff members work on a part time basis, an increase of 10 percentage points in the last two years (2019 -2021). Of the 177 part time staff, 58% are female, which is an increase of 1% since 2019. There is a pay differential between part time and full time staff.

Table 6 Average Part-time

2021	No. of Staff	Average salary (FTE)	% difference from all staff average £36,160	Pay Gap
Part time	177	£35,046	-3.1%	5.9%
Full time	179	£37,261	3.0%	
Total: 356				
Part time	No. of staff	Average salary (FTE)	% difference from part time staff average £35,046	
Female	102	£34,130	-2.6%	6.0%
Male	75	£36,292	3.6%	
Total: 177				

Comparing working pattern, part-time working earn 3% less than the average staff salary. This results in a pay gap of 5.9%, in favour of full-time earners.

Comparing the gender of those working part-time, the majority are female. Females earn 2.6% less than the part-time average salary. Males earn 3.6% more than the average. This results in a 6% pay gap between male and female part-time employees.

NB: It should be noted that these figures relate to full time and pro rata staff only. We have staff who work on a flexible basis as hourly paid teaching staff. They do not appear in these figures.

Although these figures look high, we have a greater proportion of females than males working part time. As females tend to be in the lower grades, the figures are therefore impacted by this. This is particularly noticeable in grades 1-5, where 63% of the posts are occupied by female members of staff, with male staff only occupying 37% of posts.

When explored further, by reviewing each of the pay grades, it can be seen that the differences in earnings between female and male staff is significant at grade 4 and 8. It should be noted that due to the small numbers involved it is important that these figures are viewed in context.

Table 7 Gender pay gap per salary scale, of Part-time staff

Grade	Average hourly pay			Head count proportion	
	Female	Male	% Difference	Female	Male
1	£9.25	£9.21	-0.5%	60%	40%
2	>5	£9.82	5.8%	17%	83%
3	£10.60	£10.45	-1.4%	56%	44%
4	£12.62	£11.54	-9.4%	71%	29%
5	£15.66	£16.02	2.2%	65%	35%
6	£20.08	£19.83	-1.3%	73%	27%
7	£23.86	£24.33	1.9%	54%	46%
8	£26.36	>5	5.2%	60%	40%
9	>5	£30.46	-1.3%	13%	88%
10	>5	0	-	100%	0%
ECL	>5	0	-	100%	0%
CSMT	>5	>5	-	50%	50%

NB: Staff count below 5 is replaced with “>5”

4.5 ETHNICITY

According to the AdvanceHE research, the proportion of staff who identify as from an ethnic minority across all Scottish HEIs is 6%. Since the last pay Equal Pay Review of 2019, the number of ethnic minority staff has increased from 8 to 25, now representing 7% of the Conservatoire’s permanent workforce (who disclosed their ethnicity). The increase demonstrates that actions taken to attract ethnic minorities into our workforce are yielding dividends. NB; the timeframe of this report does not match that of our [Mainstreaming Equality Report 2021](#) and therefore this statistic will not be evidenced within that report.

However, we are concerned about several colleagues being in the lower grades, which is responsible for a mean pay gap of 16.4% [see Table 3]. It might also be due to the low level of staff who self-attribute as ethnic minority.

We are committed to employing legitimate and appropriate means to redress this situation, to develop a more well balanced and diverse workforce. We will continue to employ legitimate and appropriate means to redress this situation, to develop a more well balanced and diverse workforce. Examples of such means include participation in the [CEMVO](#) recruitment pilot and the adoption of the [Scottish Government Minority Ethnic Recruitment Toolkit](#).

4.6 DISABILITY

The overall number of staff who identify as having a disability has doubled since the 2019 Equal Pay Review, although again this equates to the relatively small numbers, 19 in 2019 to now 38. The proportion of Conservatoire staff who identify as having a disability stands at 11% for full time and part time staff (who disclosed a disability). This increase in reporting is as a result of the introduction of a range of confidence building measures to encourage better disclosure, but we believe that more can be done to further enhance full employee disclosure and will continue to work on this. Disabled colleagues are represented in grades 3

to 9. Those who disclosed a disability were, on average, paid more than those without. As already noted, the pay gap is -5.4% in favour of those with a disability. Whilst this is a positive development to the 2019 pay gap, the reduction may be attributed to small numbers of staff members who self-identified as disabled.

4.7 AGE

Previous Equal Pay Reviews demonstrated that, on average, younger staff members earned significantly less than their older counterparts, and this was attributed to the fact that staff in lower age groups were more likely to be at the start of their careers and possibly either in posts within the lower grades or on the initial points of a salary scale within the grade. Conversely, older staff were more likely to have been in post for a longer period of time and to have potentially progressed incrementally higher up the scale, therefore gaining a higher comparable salary, or a more senior role. The mean and median hourly rates per age group, can be viewed in table 3.

4.8 HOURLY PAID STAFF

The majority of staff employed by the Conservatoire are Hourly Paid, who enjoy a wide range of working arrangements. Annual hours worked range from under 50 to 600+, to meet both the needs of our students and the professional and personal lives of these staff. It has not been possible to undertake a full comparison of earnings within this Equal Pay Review due to the range of factors involved, but an overview of the number of hours allocated by gender within each job pattern is below:

Table 3 Hourly paid staff

Count of Hours worked	Number of hourly paid + zero hour contracts worked – annual hours during 2020								
	0-50	101-200	201-300	301-400	401-500	501-600	51-100	600+	Grand Total
Female	219	97	17	11	2	2	82	1	431
Academic	170	78	16	9	2	2	63	1	341
Professional services	49	19	1	2			19		90
Male	156	80	21	11	3	5	67	4	347
Academic	136	72	17	10	3	5	56	4	303
Professional services	20	8	4	1			11		44
Grand Total	375	177	38	22	5	7	149	5	778

NB: There may be some duplication of numbers in the above table as some Hourly Paid staff may work in both the senior school and in Pre Higher Education so may be double counted.

4.9 OCCUPATIONAL SEGREGATION

Once again our review includes an assessment of pay gaps in relation to occupational segregation and identify actions to take to improve equal pay among protected characteristics.

- Professional – Academics Profile Data:** Our overall job profile data shows that, out of the 914 staff members, 65% of all professional services are female while 72% of all staff are academic staff. The high representation of women in professional services should be taken in the context that 56% of our staff are females and 44% are males. The skew in favour of larger female cohort of staff in professional services is mainly in Scale 1-6 or the lower to lower-middle quartile of the workforce. This range comprises administration, clerical services and domestic services. While the reasons/factors behind the high representation of women in these roles needs investigation, women have traditionally occupied these roles because it suits their preference for part time and shift working patterns.
- Hourly Pay:** The high representation of women in professional services also impact on women's hourly pay. Overall, women's hourly rate is 8.6% lower than males. The mean hourly pay for both full time and part time contracts also shows a 5.7% skew against women. In context, this may be due to women occupying 49% of the highest paid jobs and 55% of the lowest paid jobs. Additionally, the pay gap is due to the post of Principal being occupied by a male, which is highly remunerated. However, if the post were to be excluded, the pay gap is reduced to 3.9%. This is still higher than the previous 2017 - 2019 period.
- Full Time – Part Time:** For those in full time and part time contracts, Grades 5-6 had more women than men in the range of 65% to 51%. However, in the CSMT Grade, it is 49% to 51% in favour of men. There is also an increase of 10 percentage points in the number of part time staff, 58% of whom are female with a pay gap of almost 6%. The gap may be attributed to greater proportion of women working part time, being more likely to be in the lower grades (1-6), and as high as 63% of these grades/posts. Part time workers earning 3% less than the average staff salary, with females earning 2.6% less than average part time salary. Males on the other hand earn 3.6% more than the average.
- Ethnic Minorities:** There is a 16.4% mean hourly pay gap between ethnic minority and White employees. This is due to having more ethnic minority staff in the lower grades, which is a matter of concern to us,
- Disability:** The mean hourly pay gap for disability is 5.4% in favour of staff that identify with this protected characteristic. While this is a positive development, we are mindful that this may be due to a small number of people disclosing their disability. Staff who identify as disable are represented in Grades 3–9.

5.0 Recommendations for Further Action

We are actively employing a wide range of measures to mitigate the pay gaps. We have launched professional development schemes including colleague coaching, mentoring, targeted training and professional update processes. Through our monitoring, including surveys and feedbacks, we gather information on the needs, assets and aspirations of staff with a view to inform career development and progression pathways. This work will continue to be taken forward and further developed.

We are also assessing how best we can use flexible working to attract and cater for a diverse workforce. We continue to work with appropriate external organisations to assist us in understanding and addressing the issues faced by people from specific protected groups. Additionally, we review applicant data and the recruitment process following areas where we have identified occupational segregation, again working with external organisations to enhance our practices.

Appendix 1:

Supporting Policies

The Conservatoire has a comprehensive range of policies and practices to support equality and diversity within the workplace, which aim to reduce barriers to progression and seek to promote equal pay.

All of our policies are/ will be available on our website, including:

- Absence Management Policy
- Career Review Scheme
- Colleague Coaching Scheme
- Dignity at Work & Study Standards & Guidelines
- Disability in Employment Policy
- Equality & Diversity Statement
- Family Friendly Leave Policy
- Flexible Working Guidelines
- Job Evaluation Policy
- Professional Update Scheme
- Recruitment & Selection Policy
- Right to Request Pro Rata Contract Policy and Procedure
- Reward & Recognition Policy
- Staff Development Policy
- Support for Further and Higher Education Policy