



Commission for Racial Equality
Gender Equality Scheme

April 2007 - October 2007

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Foreword

In October 2007, the Commission for Equality and Human Rights (CEHR) will replace the existing race, sex and disability commissions, and take responsibility for equality in respect of age, religion or belief and sexual orientation, and for human rights.

The amended Sex Discrimination Act, and the creation of the gender equality duty, has given us the chance to expand our knowledge and understanding of multiple forms of discrimination as we prepare to move into the CEHR.

The duty, which is similar to the race and disability duties, provides a framework within which public authorities can carry out their functions more effectively, and tackle discrimination and its causes, by making gender equality part of their decisions and activities.

Like the majority of public organisations, the CRE is subject to the gender equality duty, which requires us to prepare and publish a scheme outlining how we propose to eliminate unlawful discrimination and harassment, and promote equality of opportunity between men and women.

This scheme sets out our commitment to meeting the duty by monitoring our employment and service delivery functions, as we believe these are the essential areas to concentrate our efforts on if we are to promote gender equality.

We will perform these activities during the period March 2007 to September 2007. We will also identify those areas suitable for succession planning, as we are committed to doing all that we can to promote gender equality in the CEHR.

Professor Kay Hampton
Chair, Commission for Racial Equality

THE COMMISSION FOR RACIAL EQUALITY (CRE)

- The CRE's strategic priorities
- Building an integrated society
- Our role

OUR MISSION STATEMENT:

We work for a just and integrated society, where equality and diversity are valued. We use both persuasion and our powers under the law to give everyone a fair and equitable chance to live free from fear, discrimination, prejudice and racism.

The Commission for Racial Equality

The Commission for Racial Equality (CRE) is a publicly funded, non-governmental body set up under the Race Relations Act 1976 (RRA) to tackle racial discrimination and harassment, and to promote equality of opportunity and good relations between people from different racial or ethnic backgrounds. The CRE is governed by 15 commissioners, including a chair, who are responsible for making policy and providing strategic direction. The commissioners are appointed by the secretary of state for communities and local government, and serve a four-year term.

The CRE has three regional offices in England (London and the south, the Midlands, and the north), and one each in Scotland and Wales, managed by a head of region or director. The CRE also has a number of smaller offices in the English regions, and one in north Wales. The head office in London develops national policies and strategies, provides services, and coordinates work across Great Britain. The other offices are a source of local expertise for the areas they serve and their work reflects and informs national policy (see **Appendix 1** for our corporate management structure).

The RRA gives the CRE the following duties:

- to work towards the elimination of unlawful racial discrimination and harassment;
- to promote equal opportunities and good relations between people from different racial groups; and
- to review the effectiveness of the Act, and make recommendations for change to the secretary of state.

To meet these duties, and to help realise our vision of an equal, just and integrated Britain, where people of all backgrounds feel that their lives are enriched by its historic diversity, and where no-one's life chances are affected by their racial or ethnic origins, we:

- provide information, advice and legal representation to people who think they might have been discriminated against or harassed for reasons of race, colour, nationality (including citizenship), or ethnic or national origins;
- advise employers and service providers on how to avoid discrimination and promote equality of opportunity and good race relations, for example by issuing statutory codes of practice, and other guidance;
- investigate organisations where there is evidence that racial discrimination might have occurred, and take legal action against organisations or individuals who instruct or put pressure on others to discriminate, or who publish discriminatory advertisements;
- take compliance action against public authorities which are in breach of their statutory duty under section 71 (1) of the RRA;

- promote awareness of race issues, and help to equip organisations and individuals to play their part in creating a just society;
- fund projects developed by racial equality councils and other voluntary organisations working locally to end discrimination and to promote equal opportunities and good relations between people from different ethnic or racial groups;
- conduct, commission and support research that will provide sound evidence for our work;
- encourage debate on race and related issues;
- advise government and devolved administrations on matters concerning racial equality and integration;
- keep MPs informed, and make sure all proposed legislation takes full account of racial equality; and
- monitor the way the RRA is working, and make recommendations to the secretary of state for communities and local government on how the law might be improved.

More detailed information about our work is available in our annual reports (available on our website).

The CRE's strategic priorities

The CRE's corporate plan provides a framework for action that will help reduce racial inequality and discrimination in Great Britain. The plan for 2006/2007 sets two strategic priorities:

1. to work towards leaving the best possible legacy of work for racial equality, for the CRE, our staff and stakeholders as we move towards the Commission for Equality and Human Rights; and
2. to develop, promote and deliver against a framework for an integrated society, using our three tenets of equality, participation and interaction as our guiding principles.

Building an integrated society

Three years ago, we set ourselves the ambitious goal of changing the way people think about race, and making racial equality a mainstream, not a marginal, concern.

The debate we started in 2004 about multiculturalism has led to serious and widespread debate, and not just in Britain, about citizenship, 'Britishness', and the place of religion in public life.

A survey, which we commissioned, found that most Britons could not name a single good friend from a racial group other than their own.

There is now a growing consensus that we need to build an integrated society where diversity is welcomed, but where difference does not mean division; where everyone has the chance to take part in the decisions that count; and where one's origins do not determine one's destiny. The CRE has identified three essential components of an integrated society:

- equality for people from all backgrounds;
- participation by all sections of society in the processes and decisions that shape the future of the country; and
- interaction between people from all sections of society.

Our role

Our role in achieving an integrated society falls under five main headings:

1. As **a leader**, we will continue to encourage debate, and will offer the broadest and most reliable account of the progress Britain has made towards racial equality and integration.
2. As **a partner**, we will work with others who share our aims.
3. As **a supporter**, we will lend our backing to causes and actions which others may initiate and lead, but which contribute significantly to our own strategic priorities, and support the development of a private and a voluntary sector, which can pursue equality and integration independently of the CRE.
4. As **an enforcer**, we will use the full range of powers we have under the RRA to seek changes in policy, practice and behaviour.
5. As **an agent of change**, we will influence, encourage and prompt others to bring about the changes in society that we seek.

Further information about our plans and activities will be available in our annual business plan, supplemented by directorate operating plans.

The CRE's gender equality scheme will be followed by all our offices and will be put into practice through directorate operating plans and individual work plans.

Complaints or enquiries about our scheme

We always try to work to the standards of service outlined in our charter, *Aiming High for Equality*, which can be found on our website. If you have a complaint or enquiry about us or our gender equality scheme, you contact us by email at info@cre.gov.uk, or by post at The Commission for Racial Equality, St Dunstan's House, 201-211 Borough High Street, London SE1 1GZ.

THE COMMISSION FOR EQUALITY AND HUMAN RIGHTS (CEHR)

The Commission for Equality and Human Rights (CEHR) will replace the existing race, sex and disability commissions, and will also have responsibility for equality in respect of age, religion or belief and sexual orientation, and for human rights.

The Commission for Equality and Human Rights

The Equality Act 2006 paved the way for the establishment of a Commission for Equality and Human Rights (CEHR), replacing the existing race, sex and disability commissions, and also taking responsibility for equality in respect of age, religion or belief and sexual orientation, and for human rights.

The CEHR will have all the powers of the existing commissions as well as new ones, to help eliminate unlawful discrimination and promote equality for all. The CEHR will also promote awareness and understanding of human rights and encourage public authorities to meet their responsibilities under the Human Rights Act 1998. New powers to take human rights cases will give a new arrow to the bow of many minorities who suffer discrimination.

The CEHR will cover England, Scotland and Wales, and will have statutory committees responsible for the work of the CEHR in Scotland and Wales. The establishment of the CEHR will give institutional support for the first time to those claiming unlawful discrimination on the grounds of sexual orientation and religion or belief (and, in due course, age), and breaches of the Human Rights Act.

The CRE's gender equality scheme covers the period from 30 April 2007 to 30 September 2007, from which point the CEHR then comes into effect.

THE GENDER DUTY AND THE CRE'S GENDER EQUALITY SCHEME (GES)

- Introduction
- General duty
- Specific duties
- The CRE's gender equality scheme (GES)

All public authorities are bound by a 'gender duty' to make gender equality part of all their decisions and activities, which includes the requirement to produce a gender equality scheme.

Introduction to the scheme

The Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006 places a statutory general duty on all 'public authorities'¹ to promote gender equality. The duty provides a framework within which public authorities can carry out their functions more effectively, and tackle discrimination and its causes proactively, by making gender equality part of all their decisions and activities.

General duty

Under the general duty, in carrying out their functions, public authorities must have 'due regard' to the need to:

- (a) eliminate unlawful discrimination;
- (b) eliminate harassment; and
- (c) promote equality of opportunity between men and women.

Specific duties

The general duty is supported by specific duties, which include the requirement for public authorities to prepare and publish a gender equality scheme (GES), demonstrating how they intend to fulfil the general and specific duties and setting out their gender equality objectives.

The CRE's gender equality scheme (GES)

This scheme sets out the CRE's commitment to making gender equality integral to our work, and describes our strategy for meeting the statutory general duty and the specific duties from April 2007 – October 2007. We will also identify areas suitable for succession planning, as the CRE will join the CEHR in October 2007. Specifically, the GES explains:

- the actions taken, or intended, to address the causes of any gender pay gap;
- how we will collect and analyse information to see if our policies and practices affect gender equality in the workplace and in the delivery of services;
- how we will consult our employees, services users and others (including trade unions);
- how we will assess the impact of our current and proposed policies and practices on gender equality;
- how we will implement the scheme through several action plans;

¹ Section 76 A (1). The Act excludes a number of authorities from the gender duty, including both Houses of Parliament, the Scottish Parliament, the General Synod of the Church of England, the Security Service, the Intelligence Service, the Government Communications HQ (GCHQ) and units of the armed forces required to assist GCHQ.

- how we will publish the scheme; and
- how we will monitor and review the effectiveness of the steps set out in the action plan.

The GES is available on our website at www.cre.gov.uk.

MEETING THE GENERAL DUTY

- Employment
- Service delivery
- Eliminating harassment
- Ensuring success: training our staff on the duties

The general duty requires public authorities to give 'due regard' to eliminate discrimination and harassment and promoting equality of opportunity between men and women, by taking a proactive approach, and making gender equality part of all decisions and activities.

Meeting the general duty

We recognise that, to meet the gender equality duty, we need to make sure that there is no discrimination or harassment in the way that we work or provide services. We also need to promote gender equality within our workforce.

As our gender equality scheme will only be in existence for a period of six months, we will concentrate our efforts on the employment and service delivery areas that we consider the most essential to achieving and promoting gender equality. Within these areas we set out what can be reasonably achieved within limited timescales and how we will use the outcomes of our work to inform policy development in the CEHR.

As identified in the EOC's Code of Practice on the gender equality duty, these are the areas that we will initially focus on:

- recruitment and selection;
- the issue of whether women and men may be concentrated in particular areas of work or pay bands;
- promotion and management of flexible working;
- support for high-level part-time work and part-time workers;
- management of leave for parents and carers;
- management of pregnancy and return from maternity leave;
- elimination of harassment – including sexual harassment – of any member of staff (or potential member of staff);
- elimination of any discrimination against members of staff (or potential members of staff) who may be transsexual;
- grievance and disciplinary procedures;
- equal pay; and
- access to training and development opportunities.

Employment

The CRE strives to attract a diverse and effective workforce with a range of abilities, experiences and skills, and to support staff by helping them to develop their potential.

The CRE prohibits all forms of unlawful discrimination or unfair discrimination, including harassment, on any grounds including gender, race, disability, age, sexual orientation, religion and belief or marital status.

The CRE is committed to the principle of equality of opportunity in employment when attracting job applicants, and in access to training, development and promotion at all levels within the organisation.

The CRE aims to operate fair and consistent procedures in recruiting and selecting staff; offering flexible working arrangements; pay, benefits and awards; staff appraisals; grievances and disciplinary matters; transfers; and redundancies.

We will achieve this by monitoring our employment action plan (see below) to make sure it works in practice. We will collect and review regularly staff data on race, gender, disability, age, sexual orientation and religion and belief.

Workforce profile – men and women in the CRE

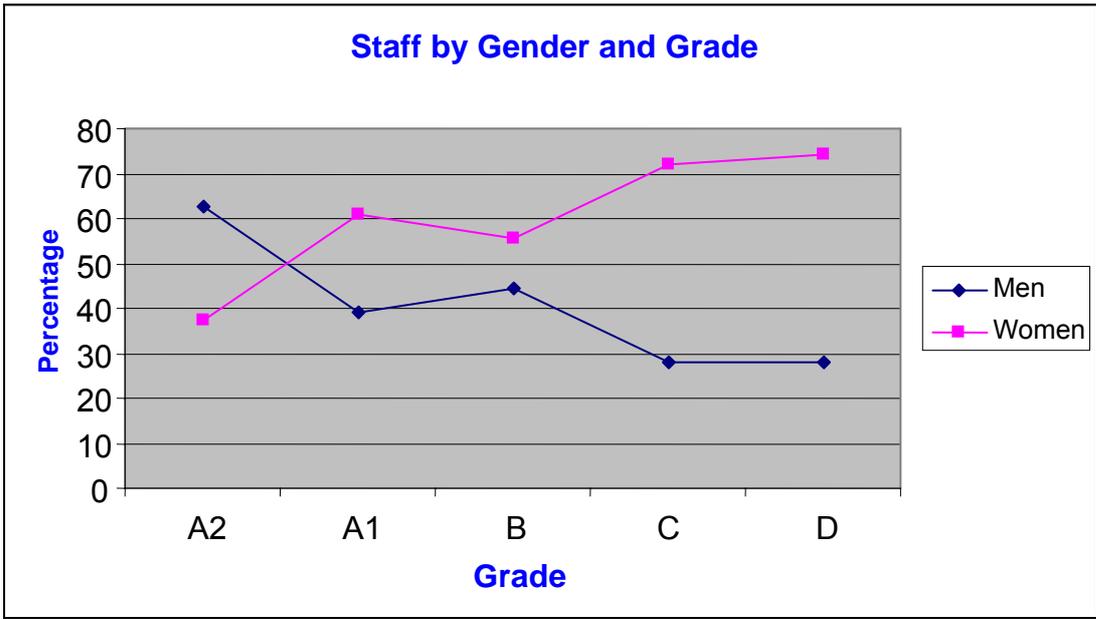
The CRE has 215 members of staff, who work either at the head office in London, CRE offices in Cardiff and Edinburgh, or in the nine regional 'hubs' across England.

The staff represented in the data below includes those on permanent and fixed term contracts, and staff who have been seconded in and out of the organisation.

Gender and grade

There are more women than men at the CRE: 98 (64%), compared with 77 (36%). Women are represented at the top grades: there are three women out of seven at A2 director level, and women outnumber men at the A1 managerial grade by 14 to 9 (61% to 39%).

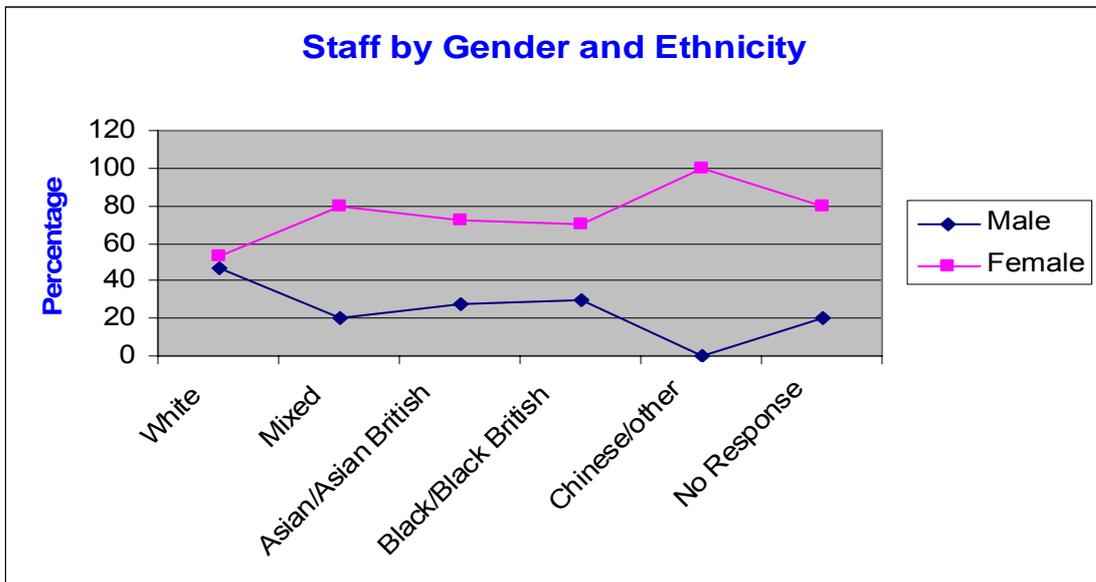
Men and women are fairly evenly represented across the grades. However, more women than men are employed at band C and D levels. Band C positions include policy officers, legal caseworkers, press and publication officers, and personal assistants, and there are more posts at this level than at any other. The majority of band D positions are administrative.



Gender and ethnicity

The CRE monitors ethnicity using the expanded 2001 census categories for England and Wales. For simplicity, and because some disaggregated categories have such small numbers, we have aggregated the figures into the six basic categories of White, Black, Asian, Mixed background, Chinese or other ethnic group, and unknown/no response. But we have also examined the disaggregated data to see whether there are any discrepancies within these broad groups.

Women outnumber men at every ethnic group. The discrepancy is at its smallest among the White group, where there are 43 men (47%), compared with 49 women (53%). The largest discrepancy is in the Mixed group, where women (80%) outnumber their males colleagues (20%) by a ratio of four to one. However, this figure should be viewed with some caution, as the numbers involved are relatively small. (The graph below shows large discrepancies in the Chinese/other group and in the 'no response' group, but these are due to very small numbers in each group.)



Gaps in data collection

The information that we have collected shows that there are gaps in the data available on the position of men and women in the workforce in a number of areas, such as:

- the types of job men and women do in the CRE;
- the number of men and women using flexible working practices;
- the number of men who take paternity leave; and
- the number of carers in the CRE.

The action plan below outlines what we will do to fill these gaps, and how we will use the data we collect to inform policy development in the CEHR.

Employment Action Plan

Eliminating unlawful discrimination and promoting equality of opportunity

Gathering and using information

GES area (as identified by the gender duty)	What we will do	Evidence of achievement	Responsible directorate	By when
Recruitment & Selection	<ul style="list-style-type: none"> Collect, analyse and compare data, by gender, on applications for employment and promotion Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> Report submitted to corporate management team (CMT) 		July 2007
Occupational segregation	<ul style="list-style-type: none"> Conduct sample survey of the types of jobs men and women do at the CRE Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> As above 	Organisational Development	June 2007
Managing flexible working	<ul style="list-style-type: none"> Collect and analyse requests for flexible working Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> Report submitted to CMT 		July 2007
Managing leave for parents & carers	<ul style="list-style-type: none"> Produce briefing for all staff Produce guidance for managers Record requests for parental and caring leave Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Briefing & guidance documents produced and given to staff 	Organisational Development	June 2007
Managing pregnancy & return from maternity leave	<ul style="list-style-type: none"> Produce briefing for all staff Produce guidance for managers Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> As above 	Organisational Development	June 2007
Gender reassignment	<ul style="list-style-type: none"> Review CRE's general equality opportunities policy to make sure trans-gender issues are included Revise policy if necessary Conduct EIA Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Policy reviewed, revised and given to staff 	Organisational Development	May 2007
Grievance & disciplinary procedures	<ul style="list-style-type: none"> Collect and analyse data Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> Report submitted to CMT 		July 2007
Equal Pay	<ul style="list-style-type: none"> Continue to monitor and analyse pay between men and women Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> Report submitted to CMT 		July 2007
Access to training & development	<ul style="list-style-type: none"> Collate and analyse data on those applying for training and those who receive training Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> Report submitted to CMT 		July 2007

Service delivery

The CRE provides a number of services to the public, from giving individuals advice and assistance to funding projects to tackle racial inequality or organisations that provide advice to people who believe they have suffered racial discrimination and/or harassment. Our services include the following:

- funding organisations under section 44 of the RRA 1976;
- funding research projects under section 45 of the RRA 1976;
- providing assistance to individual complainants under section 66 of the RRA 1976;
- responding to legal advice enquiries;
- responding to general advice enquiries; and
- responding to customer complaints.

To make sure that we provide a good level of service to all customers, we provide training for all managers, employees and commissioners on their responsibilities under our equality policies.

We will monitor regularly the way that we provide the services set out above, to make sure that we are providing a good level of service to our customers and partners.

We will submit these monitoring reports for scrutiny and discussion to our commissioners and the corporate management team (CMT), and we will report on our progress via our website.

Gaps in data collection

The information that we have already collected on the gender of CRE service users shows that there are gaps in the data we have on who uses our services. For example, we do not currently break down the following sets of data by gender:

- applications to the CRE for assistance by race, age, disability, etc; or
- applicants who are successful and unsuccessful at employment tribunals by race, age, disability, etc.

The service delivery action plan below outlines what we will do to tackle these gaps in data, and what we will do with the information we collect.

Service Delivery Action Plan

Eliminating unlawful discrimination and promoting equality of opportunity

Gathering and using information

GES area	What we will do	Evidence of achievement	Responsible directorate	By when
Applications for assistance	<ul style="list-style-type: none"> • Collect, analyse and compare data, by gender on applications, enquiries, committee and tribunal decisions for patterns or trends • Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> • Data collated and analysed 	Legal	Ongoing
		<ul style="list-style-type: none"> • Report submitted to CMT 		July 2007
Legal advice enquiries	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • As above 	Legal	Ongoing
Legal Committee decisions	<ul style="list-style-type: none"> • As above 	<ul style="list-style-type: none"> • As above 	Legal	Ongoing
Applications for funding research projects	<ul style="list-style-type: none"> • Monitor applications for funding • Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> • Data collated and analysed 	Strategy & Communications	Ongoing
		<ul style="list-style-type: none"> • Report submitted to CMT 		July 2007
Section 44 grant applications	<ul style="list-style-type: none"> • Collect and analyse data on community groups applications according to whether the senior management of each group is predominantly male or female • Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> • Data collated and analysed 	Countries, Regions & Communities	Ongoing
		<ul style="list-style-type: none"> • Report submitted to CMT 		July 2007
Customer Complaints	<ul style="list-style-type: none"> • Collect and analyse data • Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> • Data collated and analysed 	Organisational Development	Ongoing
		<ul style="list-style-type: none"> • Report submitted to CMT 		July 2007
General advice enquiries	<ul style="list-style-type: none"> • Collect and analyse data • Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> • Data collated and analysed 	Strategy & Communications	Ongoing
		<ul style="list-style-type: none"> • Report submitted to CMT 		July 2007

Eliminating harassment

The CRE is committed to creating an environment where employees are free from bullying and harassment. We recognise that all our employees have the right to be treated with respect and dignity, and we will treat as serious any complaints we receive from employees who feel they are being bullied or harassed.

We will not accept any behaviour which causes personal unease or distress to another person, and/or which is perceived by that person as being related to their age, disability, gender, race, religious or political beliefs, sexual orientation or HIV status. We will provide staff and commissioners with briefings on the new gender equality duty, so that they are aware of what is unacceptable in the workplace, our harassment policy, how to make a complaint and any assistance available. Anyone experiencing harassment may raise a formal complaint, or seek resolution through the informal procedure mechanisms.

Advice and assistance can be obtained from our confidential advisors/harassment counsellors, as well as unions, personnel staff and colleagues.

The CRE's corporate management team and unions recognise that, depending on the nature of the offence, our disciplinary procedure may not always be an effective way to deal with a case. It is therefore also possible for complaints to be investigated by a panel in addition, or as an alternative, to line management action under our disciplinary procedure.

Harassment Action Plan				
Eliminating harassment				
GES area	What we will do	Evidence of achievement	Responsible directorate	By when
Anti-harassment and bullying policy	<ul style="list-style-type: none"> Review and revise existing policy Conduct EIA Communicate new policy to all employees Collect, analyse and data Use outcome of analysis to inform succession planning with CEHR 	<ul style="list-style-type: none"> Policy revised and given to all staff EIA conducted Report submitted to CMT 	Organisational Development	June 2007

Ensuring success: training our staff on the duties

Our aim is to be an exemplary organisation and we recognise that this depends on effective performance by our staff. We have therefore reviewed our training and development strategy to make sure all members of staff have the skills and knowledge they need to help achieve both personal objectives and the CRE's strategic objectives, including complying with our statutory duties under equality legislation.

As part of our commitment to staff, we will do the following:

- Offer training and development to all staff on an equal basis.
- Provide compulsory training in areas central to the CRE's core business objectives, such as the Race Relations (Amendment) Act, the Human Rights Act and a general induction programme. Staff will also be given training on the skills they need to carry out their work to the best of their abilities.
- Provide each member of staff with a job description and a training and development plan, which will be linked to an interim review and an annual appraisal.
- Give staff up-to-date information on training and development opportunities and vacancies at the CRE.

Our comprehensive staff training programme, **ACTION**, provides basic skills and knowledge on all areas of diversity and equality, including mandatory training on anti-discrimination legislation relating to age, gender, disability, race, religion and belief and sexual orientation. We also give staff training on customer services and management.

The CRE is currently conducting training for all employees on equality law in the areas above, including issues such as equal pay, pregnancy and maternity and gender reassignment.

We monitor all our courses, based on feedback we receive from participants, and revise courses if necessary to make sure that training is effective.

Training Action Plan				
Eliminating unlawful discrimination and promoting equality of opportunity				
GES area	What we will do	Evidence of achievement	Responsible directorate	By when
Training	<ul style="list-style-type: none"> • Brief Human Resources staff on how to collect and analyse gender data • Train staff on the Sex Discrimination Act (SDA) and on the duty to promote gender equality 	<ul style="list-style-type: none"> • Staff trained on the SDA and the duty to promote gender equality 	Organisational Development	Completed April 2007

MEETING THE SPECIFIC DUTIES

- Objective 1 - Gender pay gap
- Objective 2 - Information gathering to understand the effects of policies
- Objective 3 - Consultation
- Objective 4 - Assessing the impact of our policies
- Objective 5 – Implementing and evaluating our scheme
- Objective 6 – Publishing our scheme

The specific duties offer a framework to help plan, implement and evaluate action taken to meet the general duty and to report on those activities.

Objective 1: Gender pay gap

As part of setting our overall business objectives, we are legally required to 'consider the need to have objectives that address the causes of any differences between the pay of men and women that are related to their sex' and to determine whether any of our policies and practices may contribute to any such difference.

We are committed to the principle of equal pay and to eliminating any unjustifiable pay gaps. In February 2003, we appointed consultants to help us conduct an equal pay audit and a review of our current reward policies, processes and practices. Using the EOC's five-step equal review kit (see below) to ensure best practice, we compared the pay of men and women doing equal work (or work of equal value), to help us to investigate the cause of any pay gaps and to close those that could not be satisfactorily explained on grounds other than sex.

Step 1: Planning	Deciding the scope of the review and identifying the information required
Step 2: Equal pay	Determining where men and women are doing equal work
Step 3: Equal pay gaps	Collecting pay data to identify equal pay gaps
Step 4: Analysis and recommendations	Establishing the causes of any significant pay gaps and assessing the reasons for these
Step 5: Action plan	Developing an equal pay action plan

To look at the relationship between pay gaps based on gender and other possible forms of inequality, we also collected information on race, age and disability for full-time and part-time employees. We also gave briefings to staff to inform them about the exercise.

Outcomes

From the equal pay audit we identified a small number of anomalies, which arose as a result of introducing a new pay and grading structure in 2000. We then reviewed and rectified the salaries for the affected employees.

Following the audit, we also developed an equal pay action plan to set out how we intend to prevent, or if necessary rectify, any existing or future pay inequalities. As part of this action plan, we agreed:

- to review our starting salaries policy (this led to a new requirement for managers to produce a business case when seeking to appoint a new member of staff at a higher starting salary than previously agreed);

- to train staff who have any input into pay decisions on our pay policies;
- to train more staff on our job evaluation scheme, which we use to assess whether jobs are correctly graded, to ensure a fair and consistent approach;
- to tighten up our procedures for awarding responsibility allowances, to make sure existing and future allowances are fair, consistent and limited to the time periods for which they are awarded; and
- to give further performance management training to line managers on how to consistently measure performance against agreed objectives and core competencies.

We will continue to monitor and review equal pay regularly, and where unjustifiable pay gaps are identified, we will take steps to eliminate them.

Objective 2: Information gathering to understand the effects of policies

Knowing how a policy is working in practice is vital to achieving the aims of the general duty. Tables 1 and 2 below show the main employment and service areas where we currently collect information about staff and service users.

At present, the information is primarily concerned with ethnicity, but we are committed to ensuring that information about gender and other equality strands is integral to the way we work.

We can only build up information about an individual if they have requested and received legal assistance from us, or if they use services that ask them to complete a monitoring form. The data is then analysed by the relevant directorate or team and compared with other information, to see if there are any patterns or trends, and what these say about gender equality.

Table 1: Main areas where we collect information about our staff

Function or policy	Equality profile monitored?	Process used	Responsible Directorate/Team
Staff currently working for us	Yes	Vizual*	Human Resources
Applicants for employment	Yes	As above	As above
Applicants for training and those who receive training	Yes	As above	As above
Applicants for promotion	Yes	As above	As above
Those who benefit or suffer from performance appraisals	Yes	As above	As above
Those involved in grievance procedures	Yes	As above	As above
Those subject to disciplinary action	Yes	As above	As above
Those who end their service with us	Yes	As above	As above

* Human resources software system

Table 2: Main areas where we collect information about our service users

Function or policy	Equality profile monitored?	Process used	Responsible directorate/team
Individual applications for assistance	Yes	AXXIA**	Legal
Legal advice enquiries	Yes	AXXIA	Legal
Legal committee decisions	Yes	AXXIA	Legal
Employment tribunal decisions (CRE-assisted cases only)	Yes	AXXIA	Legal
Applications for funding research projects	Yes	Manual	Communications
Section 44 grants applications	Yes	Manual	Countries, Regions & Communities
Customer complaints	Yes	Excel	Organisational Development
Customer satisfaction surveys	Yes	SPSS*	Organisational Development
General advice enquiries	Yes	Call logging form (Sunrise)	Information and Advice Centre (IAC)

** Legal case management system

* Statistical data collation and analysis

What are we doing?

We have recently introduced a new human resources management information system, which allows us to collect and monitor data by race, sex, disability, religion or belief, sexual orientation and age.

To make sure we meet the general duty to promote gender equality, and the specific duties, we will:

- collect accurate, consistent and up-to-date information on gender for all relevant functions and policies in employment (in particular their effect on the recruitment and development of our employees) and service delivery;
- submit regular monitoring reports to CMT;
- decide what steps we need to take to deal with any disparities revealed by the monitoring data;
- change policies, if needed; and
- publish the results of our monitoring.

Objective 3: Consultation

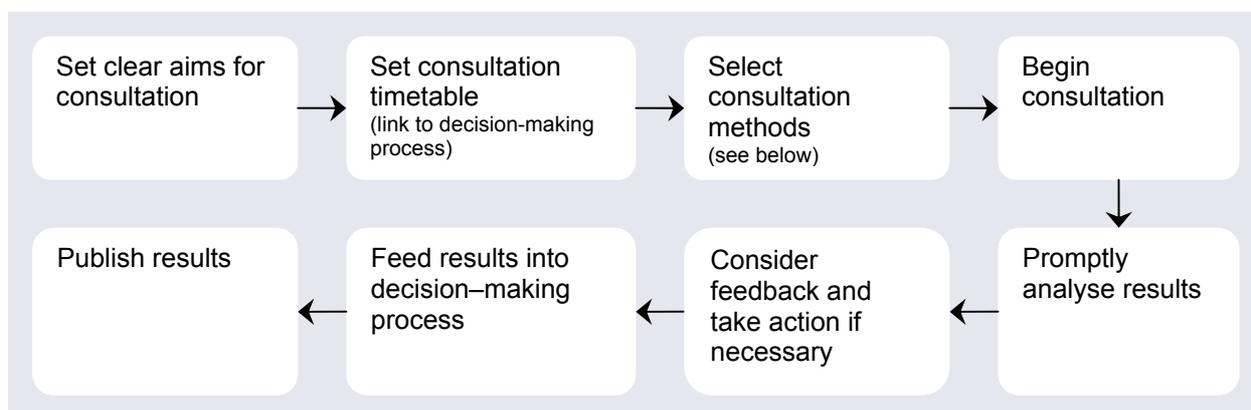
The general duty requires us to consult employees, service users and anyone else with an interest in the way we develop our policies (including trade unions), as part of developing our gender equality scheme. The feedback we get from consultation helps us to conduct impact assessments, gather additional information and monitor our progress.

We always try to include anyone who might have an interest in a policy, starting with our database of people who have taken part in previous consultations.

People's readiness to get involved in a consultation exercise will depend on the policy or practice; however, we will try to ensure that anyone likely to be interested is aware of the role they can play.

The consultation process

When we consult, we take the following steps:



Our consultation principles

We aim to ensure that each consultation is:

- accessible – in content and in the way it is conducted;
- proportionate – nature and scale will depend on how relevant the issue is to gender equality; and
- appropriate – the methods used will match the consultation issue.

Our consultation methods

We use a range of consultation methods, including surveys, open meetings, focus groups, group discussions with partners, conferences, internet-based and paper consultation, advisory committees for specific issues and written documents. We have also commissioned consultants to manage wider consultations for some of our external strategies.

Who we consult

Our work has the potential to affect everyone in Britain. However, we need to be realistic, and make sure that our consultation is directed at those likely to be affected most by a particular policy or practice. Most policy proposals will require input from a mixture of the following organisations:

- Advice networks
- Government departments
- Equality organisations (including the Equal Opportunities Commission)
- Campaigning, charitable and voluntary organisations (for men and for women)
- Trade unions
- Religious and faith organisations
- Legal organisations
- Community development groups

Objective 4: Assessing the impact of our policies

We have reviewed the guidance we have produced for CRE officers on how to conduct race equality impact assessments (REIAs) of our own policies and practices, and extended it to include assessments of their effects on gender equality. The revised guidance is about conducting equality impact assessments (EIAs) and should ensure that policy writers, decision makers and other officers take full account of gender issues at the initial stage of developing policies and practices, and that they are part of our wider strategic approach to improving our services.

Our existing policies and practices also need to be assessed under the general duty. However, given that the CRE will be joining the CEHR from October 2007, we will focus on those areas outlined in our employment and service delivery action plans, plus any new policies and practices that are relevant to the gender duty.

The aim of an EIA is to:

- identify and highlight the effects that existing and proposed policies and practices might have on different groups;
- take action to reduce or eliminate any identified adverse impact on different groups that cannot be justified before the policy is adopted;
- see if the proposed policy has implications for other policies or practices;
- consider the equality implications of the policy or practice at different stages of the process, from implementation and monitoring to evaluation; and
- make sure all existing and proposed policies and practices promote the statutory general duty as far as possible.

Our EIA process consists of two stages:

- 1) **Initial screening process**
Designed to screen a policy proposal for its relevance to the duty to promote equality.
- 2) **Full impact assessment**
A systematic way of fully assessing a relevant proposed policy, to make sure it will not have adverse effects on different groups.

Stage 1: Initial screening process

The first step in the EIA process is to screen the policy or practice for its relevance to the duty to promote equality.

The screening process consists of three stages, each of which involves asking a series of questions (see **Appendix 2**). The three stages are:

- identifying the main aims of the policy or practice;
- collecting information; and

- deciding if the policy or practice is relevant to the duty to promote equality.

If the policy is not relevant to the duty (the answer to all the questions is '**No**'), the process ends, and a statement is inserted into the relevant CRE committee report, explaining why the policy does not need a full EIA.

If the answer is '**Yes**' to one or more of the questions, the policy is considered to be relevant to the duty to promote equality and the policy writer or officer concerned then completes the screening form, and launches a full EIA.

Stage 2: Full impact assessment

A full EIA consists of the following eight stages:

1. Identify all the aims of the policy and practice.
2. Consider the evidence used to conduct the EIA.
3. Assess the likely impact of the policy and practice on equality.
4. Consider policy alternatives, if necessary.
5. Consult formally.
6. Decide whether to adopt the policy or practice.
7. Make arrangements to monitor the policy or practice.
8. Write a report of the EIA, listing all the information, statistics and research used in the screening and full assessment, and outlining the responses received during any consultations, and produce a summary of the findings for publication.

The officer concerned then attaches a copy of the assessment report to the policy document and submits it to CMT, and the relevant committee, for approval.

A flow chart of the CRE's internal EIA process is attached at **Appendix 3**.

Dealing with adverse impact

If evidence of any adverse impact is found during the EIA process, the policy writer or officer has four options:

- **Change the proposed policy** by satisfying concerns raised by staff or stakeholders, where possible.
- **Consider ways of putting the proposed policy into place** that will remove or reduce its potential for adversely affecting some groups.
- **Find alternative ways of achieving the aims of the policy** that avoid the adverse impact.

- **Justify the policy as originally proposed**, even if it is likely to affect some racial groups adversely, because of the policy's importance – for example, it is designed to meet the needs of a particular group and there is no other way of achieving this.

Wherever possible, the policy or practice should be piloted, and its operation monitored, before it is put fully and formally into effect.

EIA training

We are developing a new programme of training for staff, which includes training for policy makers on their responsibilities under equality legislation, particularly in regard to carrying out equality impact assessments.

Objective 5: Implementing and reviewing our gender equality scheme (GES)

Overall responsibility for implementing our GES rests with the chief executive, who works closely with the corporate management team (CMT) and the financial and transition committee.

The CRE's diversity champion is a member of CMT, and provides strong and accountable leadership on all equality issues, including the GES.

Day-to-day coordination of all equality action plans rests with the quality and equality team, supported by an internal equality steering group, made up of officers from all parts of the CRE. The steering group meets every three months, to deal with any questions arising from the implementation of the GES or other equality and diversity issues, and regularly reports on progress to CMT and the financial and transition committee.

Directors and heads of regional and country offices are individually responsible for meeting commitments in the action plan through their directorates' operating plans, and for making sure their staff understand their roles and meet their responsibilities.

To make sure members of the equality steering group meet their responsibilities, details of their roles are included within their individual action plans and form part of their annual appraisal.

Evaluating progress: monitoring and reviewing our GES

To make sure that our GES is working effectively, we have set up a two-stage process of evaluation and review.

The first stage requires heads of department and responsible officers to provide quarterly updates to the equality steering group on their departments' progress in achieving their published targets. These reports will be submitted to CMT for consideration and discussion, ensuring transparency and accountability at the highest level.

The second stage requires policy officers to review their directorates' policies regularly for any evidence of adverse impact. Directors are responsible for ensuring that this happens, and that targets for monitoring policies are included in their annual operating plans. Details of our review process are given below.

Policy review process

If the department finds any adverse impact, it will continue to use the policy in question while a review is being undertaken, and will monitor closely the policy's consequences for gender equality in employment and service delivery.

The diversity of policies and functions across directorates makes it difficult to prescribe how each review should be conducted, although Table 3 below gives an

example of the process likely to be followed. In carrying out a review, the director should consult staff, service users and any other relevant groups.

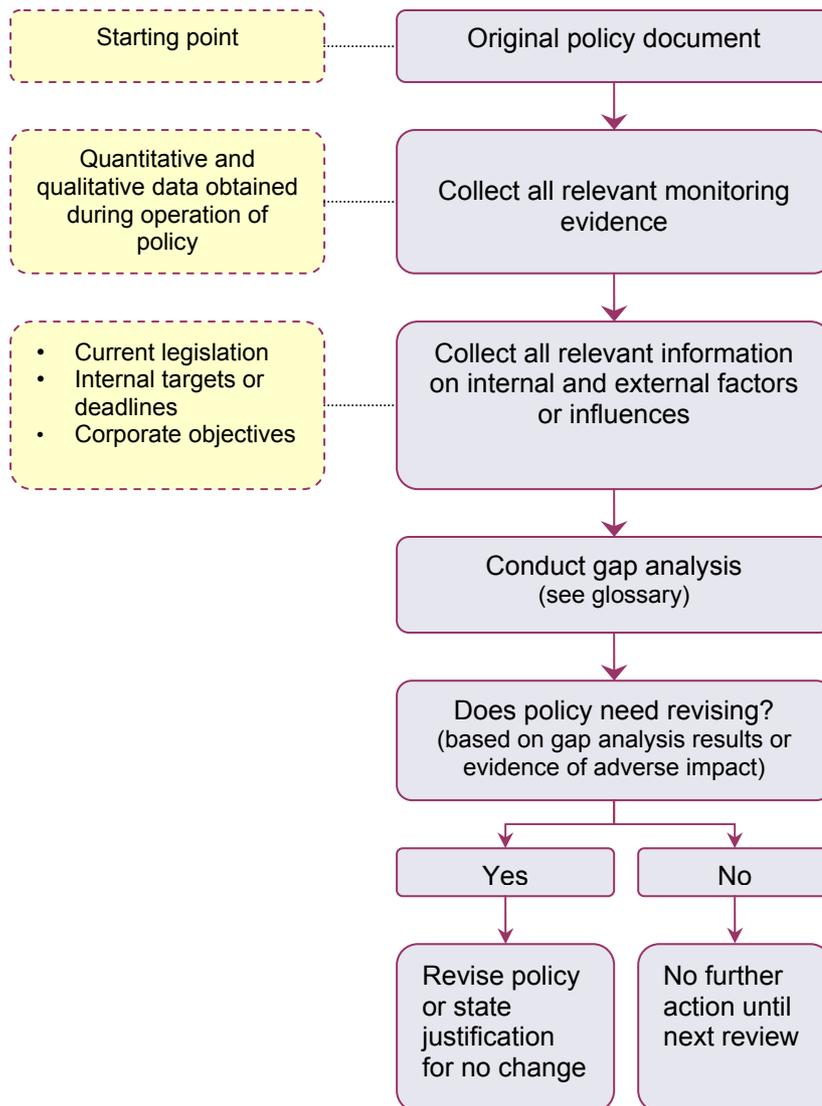
If a review shows that a policy is in actual or potential breach of any part of the general duty, we will investigate the policy thoroughly and either revise it or introduce measures to counteract its effects. If we did not originally give the policy high priority for review in our action plan, we will amend the timetable for reviews and action, accordingly.

Reviewing informal policy decisions

The CRE operates within agreed policy parameters; however, we recognise that, occasionally, we may make informal decisions that could have long-term effects on practice.

In these circumstances, it is the responsibility of the directorate in question to ensure that the policy is reviewed (as described in Table 3 below) and revised accordingly. Once revised, the policy will follow the agreed procedure for developing and implementing proposed policies.

Table 3: Process for reviewing individual policies



Objective 6: Publishing our scheme

We will publish our gender equality scheme on our website by the statutory deadline of 30 April 2007. The scheme will be available for downloading in both PDF format and Microsoft Word.

To make the information we publish accessible, we will make our documents available in large print, tape and Braille, on request.

Summaries of documents may also be translated into other relevant languages, again on request.

With offices throughout Britain, we are able to provide wide access to our services. These are accessible through:

- website;
- email;
- letter;
- face-to-face meetings, by appointment, with BSL interpreters present when requested;
- telephone, including Minicom; and
- written guidance, publications and fact sheets, available on request, and in the formats mentioned above.

We will publish a report on our progress towards implementing our scheme, including the results of any assessments and consultations, on our website in September 2007.

PROCUREMENT OF SERVICES

- Tendering and contracting

The CRE has to consider whether the way in which it buys in services promotes equality of opportunity between men and women.

Tendering and contracting

Under the Sex Discrimination Act (SDA) 2005, we must consider gender equality when procuring goods, works or services from external providers. Compliance with this duty is also compatible with our obligations under EC public requirement rules, 'best value', value for money, and other national policies and strategies.

To ensure that we select contractors, and that contractors fulfil the requirements of the contracts, so that we meet our obligations under the SDA, and in line with the EOC's statutory code of practice on the duty to promote gender equality, we will take the following steps:

- We will include a requirement in every contract that the contractor must comply with the anti-discrimination provisions of the SDA.
- Where relevant, we will specify the evidence the contractor may need to provide to demonstrate its compliance with the general or specific duties.
- We will ensure that gender equality is reflected, and given due weight, in the specification, the criteria for selection and award of the contract, and in the contract conditions, consistent with EC and UK procurement rules.
- We will ensure that contractors fully understand any gender equality requirements of the contract.
- We will monitor the way the contract is fulfilled in respect of gender equality, where relevant.
- We will brief all staff involved in procurement work, so that they fully understand the provisions of the SDA and how the gender equality duty is relevant to their work.

APPENDICES

1. Corporate management structure
2. CRE's internal equality impact assessment screening questions
3. CRE's internal equality impact assessment Flowchart
4. Glossary of terms

Appendix 1: CRE corporate management structure



Appendix 2: EIA screening questions

Consider each of the questions in terms of race, disability and sex. This should help to identify whether the policy has implications for equality of opportunity and/or if there are particular issues that cut across the different groups or strands. In each case, use your best judgment and, if you think there are equality implications, explain briefly why you think so.

- (a) What is the purpose of the proposed policy and who is it intended to benefit?

Please give details.

- (b) Is there any evidence, or other reason to believe, that different groups have different needs, experiences, issues and priorities in respect of this particular policy?

Yes No Maybe

Please give details.

- (c) Is there any evidence, or other reason to believe that different groups could be affected differently by the proposed policy?

Yes No Maybe

Please give details.

- (d) Is there any evidence to suggest that any part of the proposed policy could discriminate unlawfully, either directly or indirectly, against people from different groups?

Yes No Maybe

Please give details

(e) Is there an opportunity to promote equality more effectively by altering this policy or considering working with others in the wider community?

- Yes No Maybe

Please give details

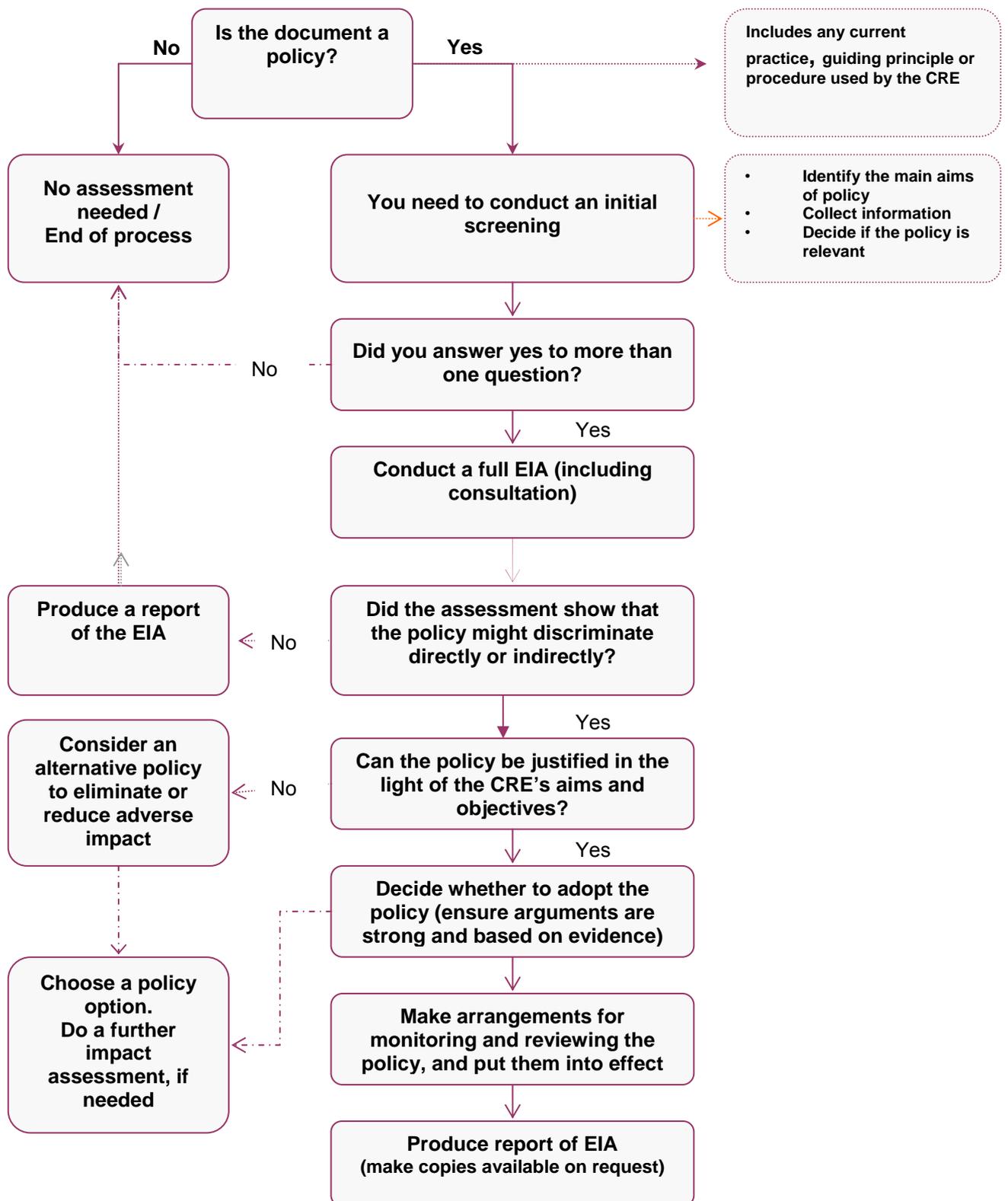
(f) Have previous policies, research, monitoring data, consultations etc, with relevant groups, organisations or individuals indicated that this particular policy may create problems that are specific to them?

- Yes No

Please give details of data (name of policies, research report etc)

(g) Please provide any additional evidence or information which may be relevant and which does not fall into the above categories.

Appendix 3: The CRE's internal EIA process



Appendix 4: Glossary of terms

A

Action Plan

The regulations containing the specific duties do not contain the term ‘action plan’ but this term is used in the EOC’s Code of Practice to reflect the requirement for a gender equality scheme to set out the steps which an authority proposes to take to fulfil its general duty.

Adverse impact

This is a significant difference in patterns of representation or outcomes between racial groups, with the difference amounting to a detriment.

C

Consultation

Asking for views on policies or services from staff, colleagues, service-users, or the general public. Different circumstances call for different types of consultation. For example, consultation may include public meetings, focus groups, surveys and questionnaires, and meetings with experts.

D

Due regard

The requirement to give due weight to the need to promote equality of opportunity in proportion to its relevance to gender.

E

Equal Pay Act 1970

The Equal Pay Act 1970 gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and women are doing:

- Like work;
- Work related as equivalent under an analytical job evaluation study; or
- Work that is proved to be of equal value.

F

Functions

The full range of a public authority’s duties and powers.

G

Gathering evidence/information

The gender equality scheme (GES) must include a statement of the authority's arrangements for gathering information, in particular about the effect of an authority's activities on men and women. Gathering information should be sufficient to inform authorities whether their action plan and their activities and functions are promoting equality of opportunity between men and women. The GES must further specify the arrangements for making use of the information to assist in satisfying the general duty, in reviewing on a regular basis the effectiveness of its action plan and preparing subsequent gender equality schemes.

Gender reassignment

Any part of a process undertaken under medical supervision for the purpose of reassigning a person's sex by changing physiological or other characteristics of sex.

General duty

The requirement on public authorities, when carrying out their functions, to have due regard to the need to: eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women.

H

Harassment

Harassment occurs, in the context of employment, where there is unwanted conduct on the ground of a person's sex or unwanted conduct of a sexual nature, and that conduct has the purpose or effect of violating a person's dignity, or of creating an intimidating, hostile, degrading, humiliating or offensive environment for them. If an employer treats someone less favourably because they have rejected, or submitted to, either form of harassment described above, this is also harassment.

Impact assessment

Impact assessment (also known as 'equality impact assessment') is the process which enables an authority to identify and act on the need to modify policies and practices to have due regard to the need to promote equality. The specific duty regulations set out the requirement for an authority to include, in the gender equality scheme, its methods for impact assessment.

O

Occupational gender segregation

The tendency for men and women to be employed in different occupations from each other across the entire spectrum of occupations in an organisation.

P

Policies and practices

All proposed and current activities, which the authority carries out.

Procurement

The contractual or other arrangements that a public authority makes to obtain goods, works or services from an outside organisation.

Public authority

All bodies certain of whose functions are functions of a public nature.

Q

Quality and equality steering group

Internal steering group, which coordinates and undertakes action required to ensure effective implementation of the CRE's equalities strategy (including the gender equality scheme) and maintenance of quality standards.

Qualitative data

Information gathered from individuals about their experiences. Qualitative data usually gives less emphasis to statistics.

Quantitative data

Statistical information in the form of numbers normally derived from a population in general or samples of that population. This information is often analysed using descriptive statistics, which consider general profile distributions and trends in the data, or using inferential statistics, which are used to determine significance within relationships of differences in the data.

S

Specific duties

Certain public authorities listed in regulations are required to comply with specific duties, which are set out in the Schedule to the Sex Discrimination Act 1975 (Statutory Duties) Order 2006. These duties are intended to assist authorities in complying with the general duty to promote gender equality.