



Gender Pay Gap Report 2025

What is Gender Pay Gap reporting?

This is Forestry and Land Scotland's gender pay gap report for 31st March 2025. This fulfills our reporting requirements under the Public Sector Equality Duty.

The **gender pay gap** is different to **equal pay**. Equal pay is about ensuring men and women doing the same or similar jobs are paid equally. By law, men and women must get equal pay for equal work. Equal pay is ensured by robust job evaluation and transparent salary ranges.

The [gender pay gap](#) is the difference between the **average** hourly pay of men and women in an organisation at different pay levels. For example, an organisation will have a gender pay gap if most high pay roles are held by men. An organisation will have no gender pay gap if there is equal balance of men and women in all pay bands.

The gender [pay gap is calculated](#) by subtracting average women's hourly pay from average men's hourly pay, dividing by average men's hourly pay, and multiplying by 100. A positive percentage means on average, women have lower hourly pay than men. A negative percentage means on average, men have lower hourly pay. Gaps are calculated for mean and median hourly wages.

Results & Interpretation

Gender Pay Gap		
31 March 2025	Mean Hourly Wage	Median Hourly Wage
Female staff	£19.51	£18.19
Male staff	£19.63	£17.52
All staff	£19.59	£18.03
Pay Gap 2025	0.61%	-3.82%
Pay Gap 2024	-4%	-3%

Percentage of Headcount in each Pay Quartile				
31 March 2025	Lower	Lower-Mid	Upper-Mid	Upper
Female	39%	26%	41%	34%
Male	61%	74%	59%	66%
Female staff 2024	37%	25%	39%	35%

Our 2025 Gender Pay Gap is 0.60% (mean) and -3.82% (median). Our mean pay gap has narrowed and our median pay gap has increased [since 2024](#). Although our workforce and leadership are male dominated, our median pay gap is negative.

This is partly because female staff are more represented in national roles (smaller teams mostly at higher pay bands) than in our land management teams (a large male dominated workforce, mostly at lower pay bands.) Since our [2024 pay gap report](#), female staff have increased in all three lower pay quartiles, but have decreased by 1% in the upper quartile.

Our planned 2025-26 actions for gender equity

We want to recruit, retain and progress more female staff. We will prioritise increasing women in leadership. We are committed to the following actions:

- In 2024-25, we invested in substantial mandatory leadership and management training, including modules on equality diversity and inclusion. We will continue to invest in leadership development.
- We will review our People metrics for insight on gender (exit interview data, People Survey, recruitment and retention data, and grievance and disciplinary issues).
- Our Executive Leadership Team intend to take part in reverse mentoring to gain insight to the experiences of employees from minority groups.
- 68% of our staff have completed 'Engage the Bystander' training: we will make this course mandatory and have a drive for full completion by end of 2026.
- We will refresh our Bullying and Harassment Policy with a broader, more progressive dignity at work focus. We will develop a comms campaign to raise awareness of our duty to prevent sexual harassment under the Worker Protection Act, and of our HR policies and support.
- We will review our recruitment materials and strategies to attract, retain and progress more female talent.

I confirm that the data reported, and the calculations produced are accurate.



Kevin Quinlan
Chief Executive
Forestry and Land Scotland