

# GENDER PAY GAP REPORT 2024

This report contains our gender pay results for April 2024 and our plans to ensure gender equality.



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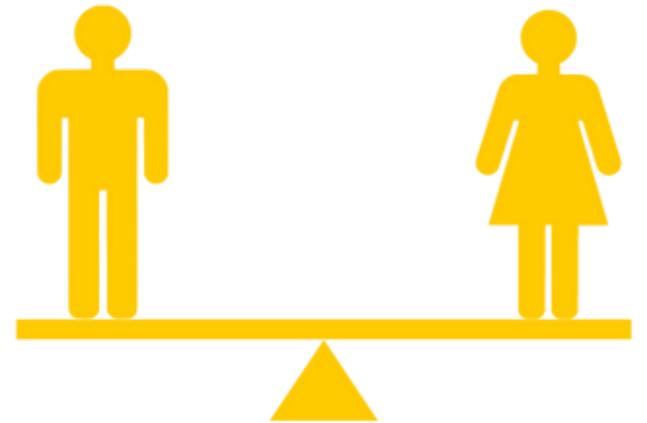
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# INTRODUCTION

Following the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, UK companies with over 250 employees must publish their gender pay gap data within one year of their 'snapshot date'.

This year's snapshot date for CHAS was 5 April 2024. This report provides information on the mean and median salary pay gap, with further analysis by pay quartile. As CHAS do not pay any kind of bonuses, there is no gender pay analysis on bonus pay.



## DEFINITIONS

A full-pay relevant employee is someone who had a contract of employment with CHAS (or a self-employed person where they must personally perform the work), who received their usual full basic pay in April. Based on the gender information entered on our HR software by employees. Where gender information is missing, the sex of the employee is used instead. Where employees have indicated that they prefer not to disclose their gender, or do not self-identify as a woman or a man, their records are excluded from our gender pay calculations.

# HOW IS THE REPORT CALCULATED?

The gender pay gap is the difference in the average earnings between men and women, expressed relative to men's earnings. In CHAS this includes base salary, shift allowance, car allowance, any acting up allowance, and bank workers. It includes statutory pay to the extent that employees in receipt of such statutory pay continue to receive 100% of their ordinary pay during their absence.

The gender pay gap shouldn't be confused with 'equal pay', which is the legal requirement to pay males and females the same for performing comparable work. The gender pay gap brings attention to other issues which drive the pay gap in the UK, such as lower proportion of females in senior ranking roles.

## Mean and Median

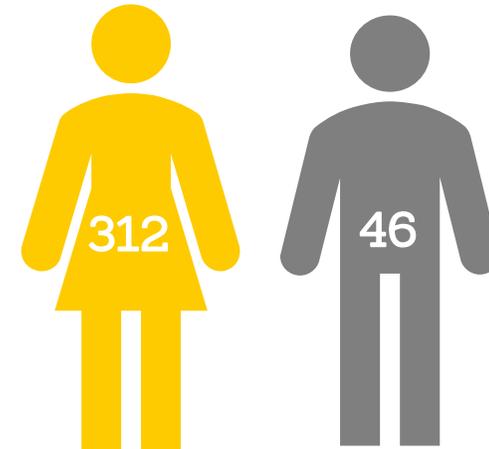
The **mean** is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the values are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. Reporting both mean and median figures provides a more rounded understanding of the GPG. The **median** is the number which is in the middle when pay is ranked from lowest to highest. This is broadly understood by statisticians to be the best view of 'typical' pay, as extremes of low and high pay do not affect the median.



# OUR RESULTS

The 2024 CHAS gender pay gap calculations are based on 358 employees. These totals include any bank workers and self-employed staff who worked on 5 April 2024.

	Mean (average)	Median (middle)
Gender Pay Gap	9.57%	-6.36%



## Mean Gender Pay Gap Analysis

The mean gender pay gap reflects the proportion by which the average hourly pay earned by men exceeds that earned by women. On average for 2024, men received hourly pay of **£21.90**, while women received **£19.81**.

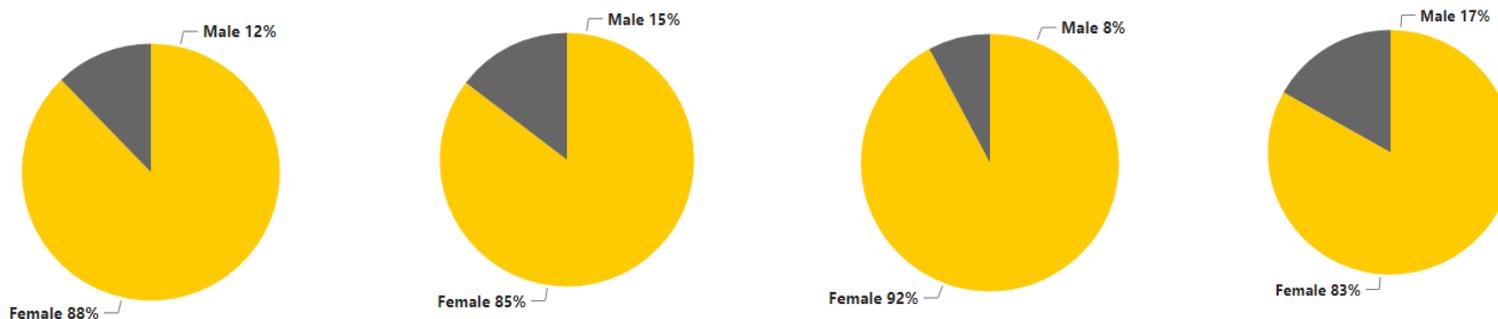
The mean gap decreased by **2.01%** in 2024. The gap that exists is as a result of over-representation of men in the upper quartile versus the CHAS workforce generally. Of the **46** men who were full-pay relevant employees at the snapshot date, **15 (17%)** were higher earners in the upper quartile: a significantly greater percentage than all men in our overall gender pay calculations (**13%**).

## Median Gender Pay Gap Analysis

The median gender pay gap decreased by 2.27% in 2024, reflecting a shift in pay distribution, particularly within our lower and upper middle quartiles, which have moved more favourably towards women. Additionally, our Senior Leadership Team remains predominantly female, comprising four women and two men.

Over the past 12 months, the number of men employed has increased from 40 to 46 (a 15% rise), while the number of women has grown by 39 (a 14% increase). These figures demonstrate our continued success in attracting and retaining talent across genders, reinforcing our commitment to diversity and inclusion within CHAS.

# QUARTILE ANALYSIS



The proportion of women and men in each quartile gives us a sense of how employees of these genders are positioned in our pay hierarchy. The quartiles are established by ordering each employee's hourly pay from lowest to highest then dividing into four equal groups. The number of staff in each quartile, along with mean and median hourly pay, is presented here. The pie charts illustrate the gender percentage distribution across CHAS for each quartile, as at the snapshot date. **Quartiles 1 and 3 have 90 employees, and quartiles 2 and 4 have 89 employees, as per reporting guidelines.**

	Lower			Lower Middle			Upper Middle			Upper		
	F	M	Q GAP	F	M	Q GAP	F	M	Q GAP	F	M	Q GAP
Mean	£13.01	£13.10	0.67%	£16.64	£16.81	1.00%	£20.67	£20.34	-1.63%	£29.35	£33.50	12.41%
Median	£13.33	£12.87	-3.57%	£15.98	£17.41	8.21%	£19.39	£19.81	2.12%	£26.18	£29.81	12.18%

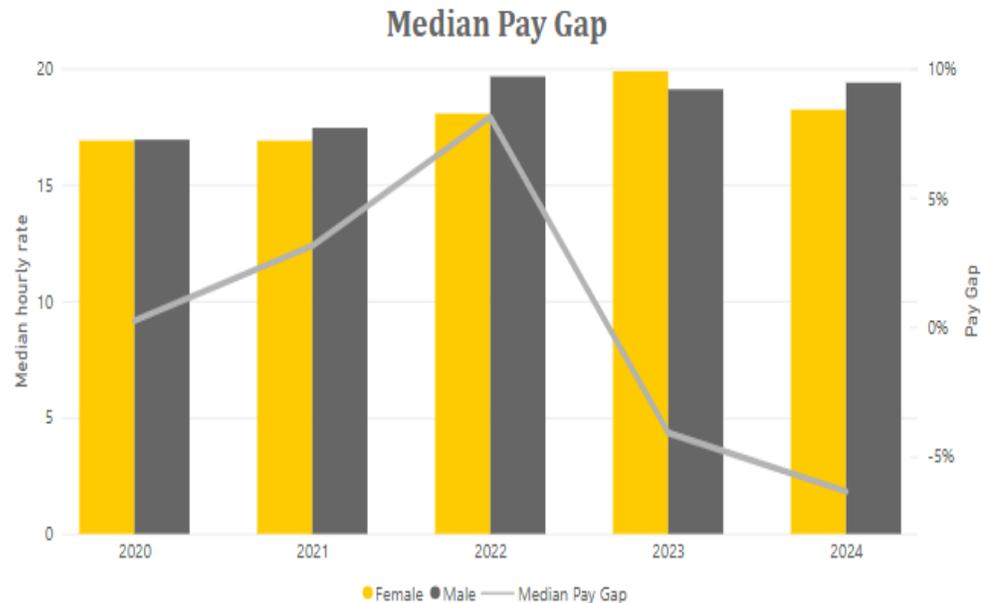
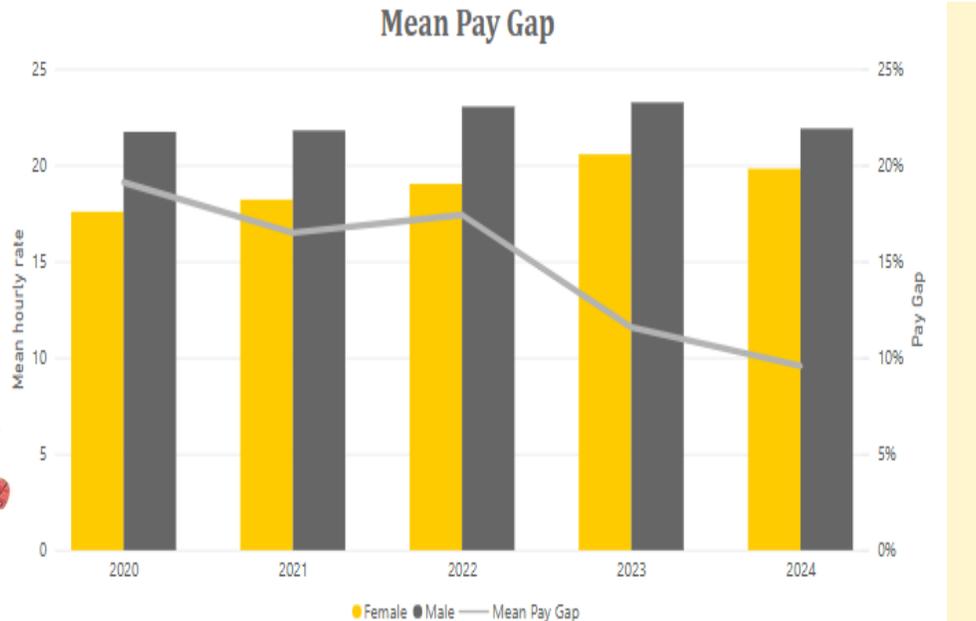
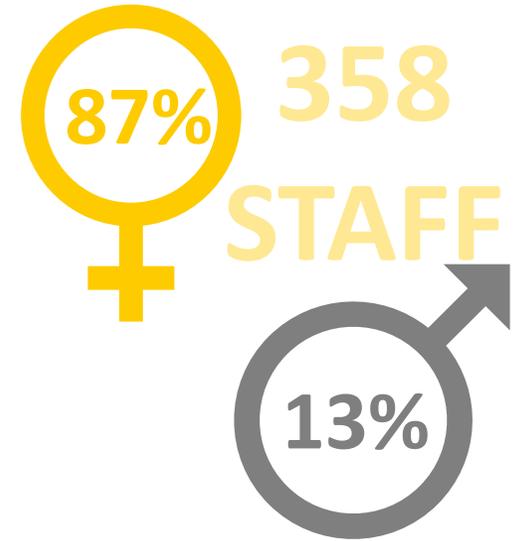
The mean gender pay gap by quartile is measured by determining the proportion by which the average hourly pay earned by men exceeds that earned by women. For example, males in the lower quartile earn **9p** more than females, this difference is then expressed as a percentage of the hourly pay for men to arrive at a gap of **0.67%**.

The median pay gap by quartile is calculated by preparing lists of hourly pay for women and men, from lowest to highest for each of the four respective quartiles. The hourly rate sitting in the middle of each list is then selected as the median hourly rate.

There remains a significant pay gap in the lower middle quartile and the upper quartile. This effectively amplifies the impact on our overall gender pay gap caused by the fact that men are disproportionately represented in the upper quartile.

# OUR COMMITMENT AND NEXT STEPS

At CHAS we do extraordinary things for dying children and their families every day. The work we do starts and ends with people, which is why we value equity, diversity and inclusion and want everyone who works within CHAS to feel that they belong and can bring their very best selves to work. Diversity of thought and experience enriches our organisation. We recognise that the majority of our population are women. This is in part due to the large amount of nursing roles within CHAS and the predominance of females within nursing across the UK. We recognise that due to the small proportion of men within our population, any change could lead to a disproportionate impact on our results, therefore we are not complacent and continue to strive for improvements in our culture, removing barriers and creating an inclusive workplace for all.



We can see the progress made over the last 5 years in closing the gap. This is the second year CHAS has reported a negative pay gap.

# WHAT WE ARE DOING IN 2024/25



## EDI Training

We have recently updated our online EDI learning module to align with best practices and the latest legislative requirements, reinforcing our commitment to fostering a workplace culture rooted in diversity, inclusion, and equality.

To complement this, we are launching EDI-specific training for managers to equip them with the tools and knowledge needed to create inclusive team environments. This training will focus on fostering a sense of belonging, addressing unconscious biases in recruitment decisions, ensuring employees feel valued and included.

By investing in this training, we aim to attract and retain a diverse talent pool and build an inclusive workplace where everyone can thrive. This initiative supports our broader vision for equality, inclusion, in all CHAS does.



## Job Evaluation & Pay Review

We have implemented a new Job Evaluation Scheme using the Gradar methodology to ensure roles are assessed consistently and fairly based on responsibilities and contributions. Alongside this, we conducted market benchmarking to design an updated pay scale, supported by a new pay policy with biennial reviews.

This transparent framework links salaries to structured job evaluations, eliminating unconscious bias and promoting equality. These changes strengthen our commitment to fairness, inclusivity, and ensuring all employees are rewarded appropriately.



## Recruitment and On-boarding

We are enhancing our recruitment process to provide candidates with the best possible experience and position CHAS as an employer of choice. Initiatives include piloting practices like sharing interview questions in advance to create a level playing field, allowing all candidates to prepare thoroughly and showcase their potential.

We are also revamping the onboarding experience, focusing on their first three months to ensure they feel welcomed, supported, and set up for success. A 12-week onboarding survey will gather feedback to continuously improve our induction process. Additionally, our career website is being updated to appeal to a wider audience, better showcasing our values, culture, and the benefits of working at CHAS.

To support these efforts, we are providing recruitment training for hiring managers to ensure fair, inclusive selection practices and deliver a positive, professional candidate experience that reflects our values.



## Learning Programme

We are committed to delivering a first-class in-house Learning & OD service that fosters a culture of continuous learning and feedback. To support this, we have developed a new Behaviour Framework aligned with our values, defining manager competencies and what it means to be a leader at CHAS. Our focus in the coming months will be embedding these behaviours and values into our culture.

We've also launched:

- A self-service Learning Program for employees to access tailored development opportunities.
- Manager Learning Program offering courses tailored for different leadership levels, including essential skills for new managers, advanced leadership and opportunities for aspiring managers to explore their leadership potential.

These initiatives demonstrate our commitment to equipping our people with the tools to thrive, cultivating a workplace of excellence, collaboration, and growth.

# LEADERSHIP COMMITMENT

A word from our Chief Executive:

At CHAS, we take our responsibility to be a brilliant employer seriously. We seek to do everything possible to reduce and eliminate the gender pay gap, even though the reasons why women generally earn less than men are complex and pervasive across society. A very high percentage of our people are nursing staff, a profession where traditional gender occupation segregation is pronounced: the vast majority of nurses in Scotland are women. As a major employer of nurses, this makes the gender pay gap a particularly important issue for CHAS. It is good to see progress, but we cannot be complacent.

Rami Okasha



A word from our Chair of the Board:

Recruiting and retaining skilled and motivated people in both clinical and non-clinical roles is crucial to delivering the best care and support for children and families. Ensuring fairness in this process is essential, and I'm pleased to see continued progress in reducing the gender pay gap in this report.

The leadership team and Board remain committed to investing in the key initiatives outlined in this report that directly impact and help manage the gender pay gap. This focus is central to maintaining a fair and transparent organisation while continuing to provide high-quality care and support to children and families.

Donald Macdonald



We confirm that the gender pay gap data presented in this report is accurate and in line with mandatory requirements:

*Rami Okasha* CEO

*Donald Macdonald* Chair of the Board