

GENDER PAY GAP REPORT 2025

This report contains our gender pay results for April 2025 and our plans to ensure gender equality.



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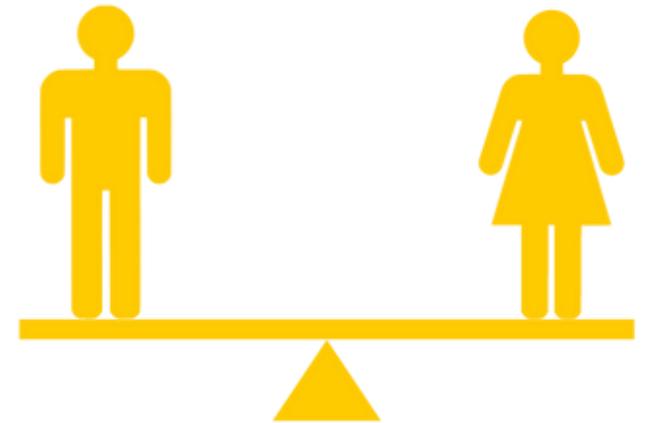
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INTRODUCTION

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 2025. 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 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

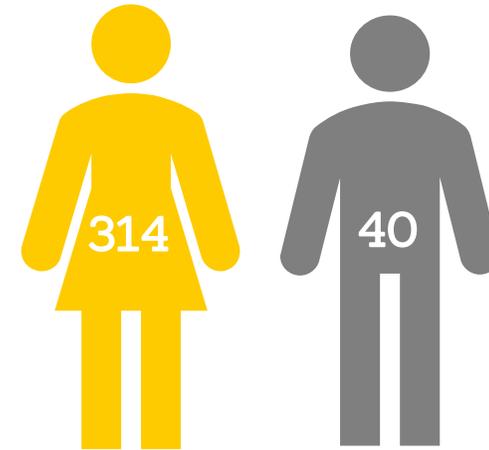
The **mean** is calculated by adding up the total pay of employees and dividing by the number of employees in the list. This calculation is completed separately for men and women and the values are compared. While useful, this 'true average' is easily skewed by a small number of high or low earners. 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 2025 CHAS gender pay gap calculations are based on 354 employees. These totals include any bank workers and self-employed staff who worked on 5 April 2025.

	Mean (average)	Median (middle)
Gender Pay Gap	14.79%	2.04%



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 2025, men received hourly pay of **£27.32**, while women received **£23.28**.

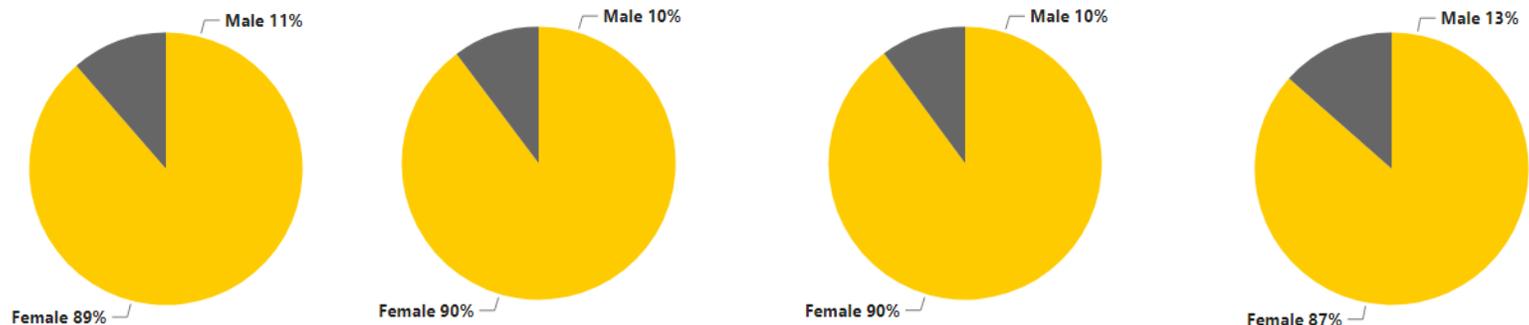
The mean gap increased by **5.2%** in 2025. The increase is driven by our joiner/leaver mix, by experiencing a small number of men joining the upper quartile, this combined with higher number of male leavers coming from lower in the distribution. This composition effect, pulls the mean rate for men up and is why the mean widens while the headcount for men actually falls. Of the **40** men who were full-pay relevant employees at the snapshot date, **12 (30%)** 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 increased by 8.4% in 2025, with median hourly rate for men reported as £22.34 and women £21.88. This increase is due to a shift in the middle of the pay distribution: with slightly more men joining the upper middle quartile (mid-level roles) in 2025, because the median reflects the 'middle' employee rather than top earners, this small upward shift in male pay, due to new joiners at the centre of the distribution pushed the median gap from -6% to +2%.

Pay awards for women and men in 2025 were the same (so this is not the driver) and the quartile gender mix didn't move against women so the increase experienced is not due to representation.

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 2 have 88 employees, and quartiles 3 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	£15.26	£16.34	6.63%	£19.58	£20.01	2.15%	£24.50	£24.30	-0.83%	£33.94	£44.22	23.25%
Median	£14.92	£16.13	7.52%	£19.62	£19.78	0.83%	£24.24	£24.69	1.82%	£31.06	£39.19	20.74%

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 **£1.08** more than females, this difference is then expressed as a percentage of the hourly pay for men to arrive at a gap of **6.63%**.

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.

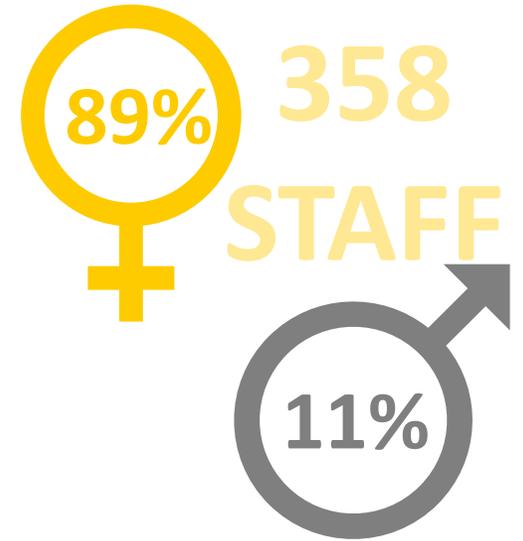
There remains a significant pay gap in the lower quartile and the upper quartile. This effectively amplifies the impact on our overall gender pay gap caused by the fact that men are disproportionately represented in the upper quartile.

Between 5th Apr 2024 - Apr 2025, 15% of new starts to CHAS were male, with 85% female. Two out of the 10 new starts joined the upper-quartile. Recruitment activity shows no evidence of bias, with like-for-like appointments made at the same salary. However, because our male population is small, even minor shifts can influence gender pay outcomes.

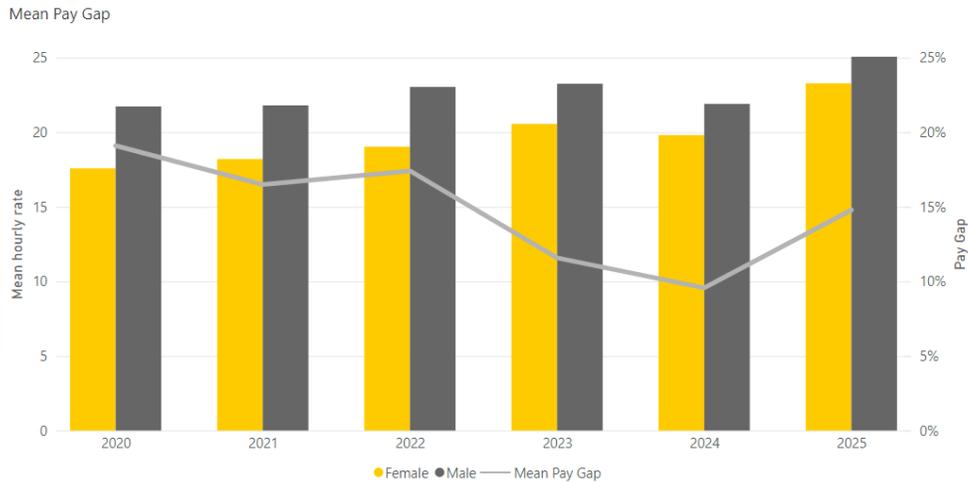
OUR COMMITMENT AND NEXT STEPS

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 evaluate roles through a structured job-evaluation framework to ensure that pay is based on job role and not influenced by gender or other protected characteristics.

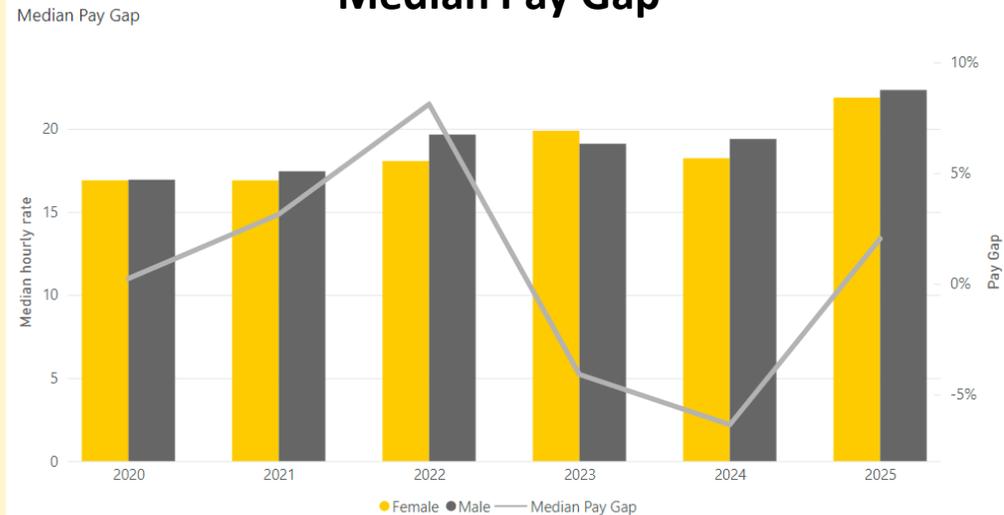
We recognise that the majority of our population are women. This is in part due to the large amount of nursing roles within CHAS and the predominance of females within the nursing profession across the UK. We understand that due to the small proportion of men within our population, that slight changes to our male population can lead to an impact on our results, (as has occurred this year) . We therefore continue to strive for improvements in our culture, removing barriers and creating an inclusive workplace for all.



Mean Pay Gap



Median Pay Gap



After reductions in 2023 and 2024, where we reported a negative median pay gap, our median gender pay gap has risen this year to just over 2%..

WHAT WE ARE DOING IN 2024/25



Support Internal Progression and Development

We will continue strengthening leadership capability across the organisation, ensuring senior leaders role-model inclusive behaviours and make equitable decisions around progression and talent development.

Promotion and progression processes will remain transparent and grounded in our job-evaluation framework to ensure fairness and consistency.

Following current pilot, we will roll out reverse mentoring more widely across CHAS. By pairing senior leaders with colleagues from different genders, backgrounds and career stages, we create space for open conversations about barriers to progression, workplace culture and the lived experiences that influence career confidence and development.



Strengthening Fair and Inclusive Recruitment

We continue to have job adverts with gender-neutral language, and competency-based interviews with standardised scoring.

This year, we will publish a bank of competency-based questions and strengthen scoring guidance to support greater consistency for hiring managers. Recruitment panels will continue to include at least two panel members, with scoring recorded for all candidates.

Mandatory Fair Selection Training will be rolled out to all hiring managers, covering structured interviewing, objective decision-making and bias mitigation.

We are also implementing a new Applicant Tracking System, which will strengthen shortlisting accuracy, improve the candidate experience, and support robust auditing of recruitment decisions.



Strengthen Onboarding and Early Experience

We will introduce a more structured and consistent onboarding programme to ensure every new colleague has a clear understanding of learning opportunities.

Managers will be supported with standardised onboarding checklists to ensure a consistent experience across teams.

To improve early support, we will implement regular check-ins throughout the first six months and ensure all new starters complete a defined onboarding period with structured reviews, enabling early identification of any issues and ensuring individuals are set up for success.



Learning Programme

This year, we will expand our learning offer with new workshops and also increase the number of online sessions available, helping to remove barriers to attendance such as travel, scheduling and time away from the workplace. Our programme will include both bite-size learning and deeper skills-focused sessions designed to build capability, confidence and readiness for progression.

Alongside our internal learning offer, we will continue to promote a wide range of external training opportunities. We want to support colleagues in lower- and mid-range roles to take the next step in their development — whether through internal progression, lateral moves or promotion.

We will continue to encourage colleagues to invest in their own development through both in-house and external learning.

LEADERSHIP COMMITMENT

A word from our Chair of the Board:

I am pleased to introduce this year's Gender Pay Gap Report and to reaffirm the Board's commitment to fairness, transparency and continuous improvement across CHAS. While our mean and median pay gaps have shifted this year, the underlying causes are clear, and we remain fully committed to addressing the structural factors that influence pay outcomes in our organisation. CHAS is built on the compassion, skill and dedication of our people, the vast majority of whom are women. This year's results remind us how important it is to continue strengthening our recruitment, development and leadership practices, ensuring every colleague has equal opportunity to grow, progress and thrive. I am encouraged by the steps outlined in this report — from fair and inclusive recruitment to enhanced onboarding, learning opportunities and support for internal progression. These actions reflect the culture we strive for and the values we hold. On behalf of the Board, I confirm that the gender pay gap data in this report is accurate and has been prepared in line with mandatory requirements. We remain committed to taking meaningful action to ensure CHAS continues to be a fair, inclusive and supportive place to work for everyone.

Donald Macdonald



Chair of the Board

