

# GENDER PAY GAP REPORT 2023

This report contains our gender pay results for April 2023 and our plans to ensure gender equality.



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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 2023. 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 gender pay gap 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.

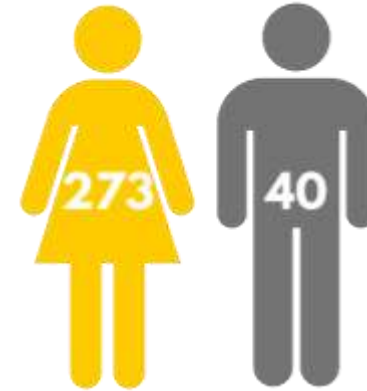


# Our results

The 2023 CHAS gender pay gap calculations are based on 313 employees.

These totals include any bank workers and self-employed staff who worked on 5 April 2023.

	Mean (average)	Median (middle)
Gender Pay Gap	11.58%	-4.09%



## 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 2023, men received hourly pay of £23.25, while women received £20.56.

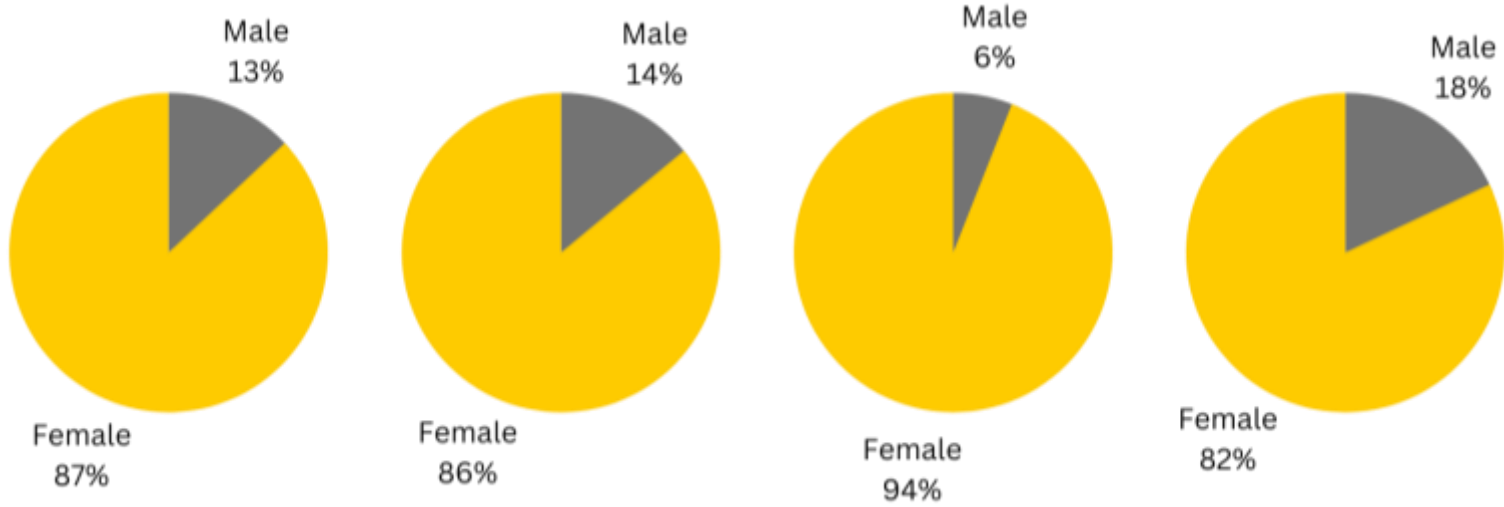
The mean gap decreased by 5.83% in 2023. The gap is as a result of over-representation of men in the upper quartile versus the CHAS workforce generally. Of the 40 men who were full-pay relevant employees at the snapshot date, 14 (18%) were higher earners in the upper quartile: a significantly greater percentage than all men in our overall gender pay calculations (14%).

## Median Gender Pay Gap Analysis

The decrease in the median pay gap over the last year is a result of more women being employed as part of our Senior Leadership team and other key senior roles across the organisation. Our Senior Leadership Team, comprises of 4 women and 2 men.

Over the last 12 months, the number of men employed remains the same at 40, where the number of women employed has increased by 25. This indicates we are successful in attracting and retaining female talent in the organisation.

# 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. Each quartile has 78 employees, except for the lower quartile which has 79.

	Lower			Lower Middle			Upper Middle			Upper		
	F	M	Q GAP	F	M	Q GAP	F	M	Q GAP	F	M	Q GAP
Mean	£12.92	£13.66	5.36%	£17.52	£17.49	-0.18%	£21.73	£22.90	5.13%	£30.65	£34.77	11.84%
Median	£12.90	£13.28	2.88%	£17.49	£17.56	0.40%	£21.13	£23.17	8.83%	£25.73	£30.25	14.95%

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 74p more than females, this difference is then expressed as a percentage of the hourly pay for men to arrive at a gap of 5.36%.


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

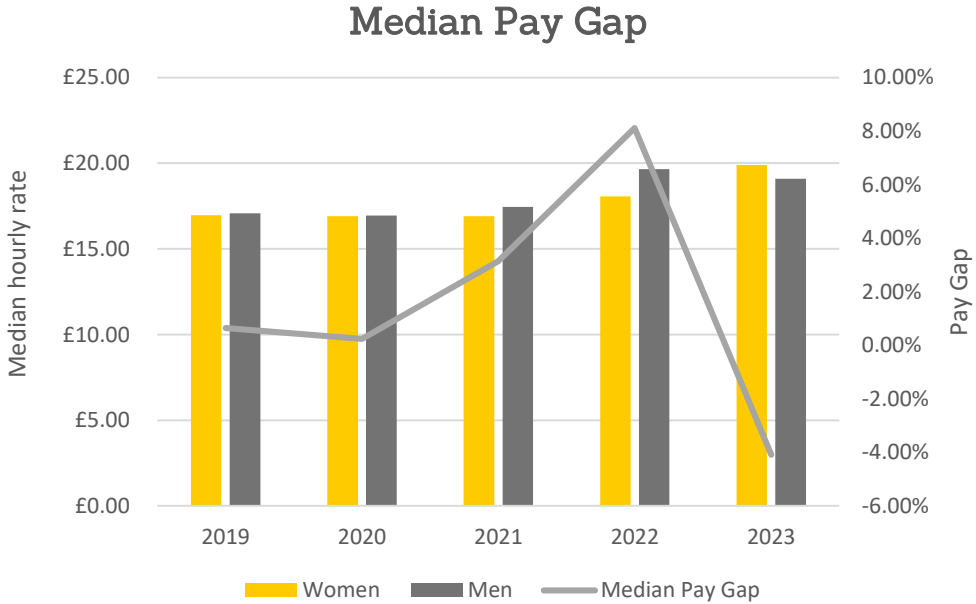
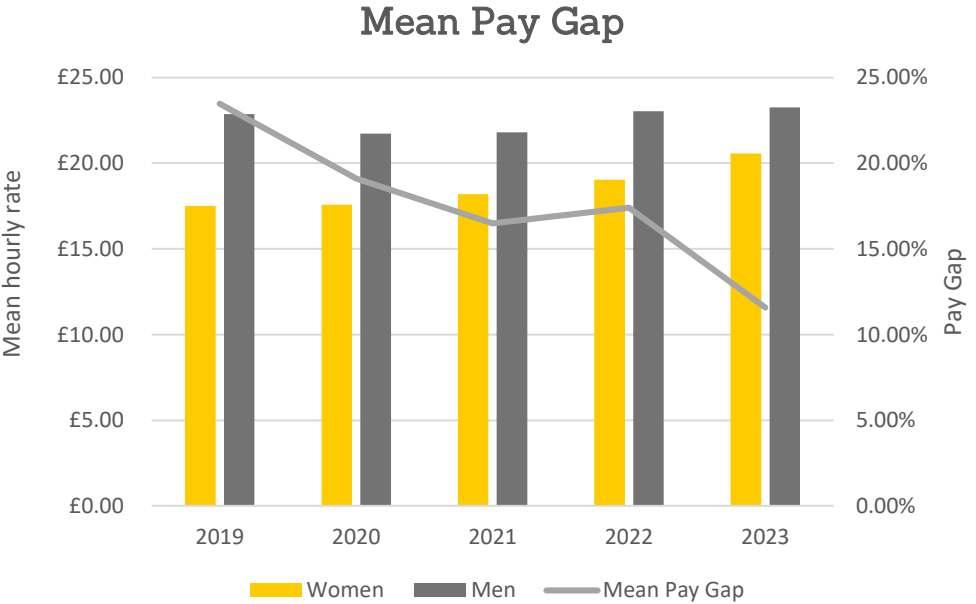


# Our commitment and next steps

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 work place for all.



87% 313 STAFF 13%



We can see the progress made over the last 4 years in closing the gap. This is the first time CHAS has reported a negative pay gap.

# What we are doing in 2023/24



## EDI Committee & Strategy

We will revamp our EDI committee and refresh our Diversity and Inclusion strategy to support achievement of our wider People Strategy.

We will update our equality and diversity training and continue to encourage open conversations, raising awareness and educating our people in order that we can provide a culturally competent service for the children and families we support.

We will review the EDI data captured at recruitment to ensure our practices are fair and without bias.

We will continue raising awareness around Menopause, including training for staff and managers and supporting those experiencing symptoms. We will continue to support our staff groups such as: Menopause network, Working Parents group and LGBTQ+ network. Our leaders will continue to act as role models and everyone will continue to be accountable for ensuring our people experience CHAS as an inclusive place to work.



## Job Evaluation review

Our roles are evaluated using Agenda for Change, which looks at 16 different criteria in order to determine appropriate salary banding for all CHAS positions, regardless of gender. We will review Agenda for Change as an evaluation tool to ensure it is fit for purpose. This review will deliver: A clear, simple, fair and transparent job evaluation framework that is easy for staff to understand.

We will ensure that our job evaluation framework enables us to continue to attract top talent from both clinical and non-clinical sectors from a wider range of employers.



## Recruitment and On-boarding

We will review our recruitment processes to deliver a first class candidate experience and make it easier for hiring managers to navigate.

We will ensure the wording in our adverts is gender neutral and engaging to ensure we secure the best talent

We will educate hiring managers on inclusive recruitment practices and how to recruit well.

We will create a welcoming and inclusive pre-boarding and on-boarding programme for new starts.



## Ways of working

We will continue to recognise the varying needs of departments and staff members by developing and adopting a new 'ways of working' framework, which will include continuing to offer flexible and hybrid working.

We will continue to explore how we may best provide more flexibility to shift workers and empower our people not just in the location they work but also the hours they work.

We will continue to provide generous annual leave entitlement and regularly encourage staff to take time out to refresh and rejuvenate in order to prevent burn out.



## Check in staff review

We will embed a new staff check in process to ensure regular development conversations take place on a monthly basis.

We will review our talent management approach in conjunction with our workforce planning to ensure we have identified key talent and succession planning.



## Learning

We will continue to provide a first class in house Learning and OD service which includes opportunities for coaching, mentoring and peer learning & support

We will continue to drive a learning led culture, with debriefs, clinical supervision and Schwartz rounds in addition to internal and external training opportunities.

We will roll out a new management develop programme and define what it means to be a leader at CHAS.



# 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 marked: over 90% of nurses in Scotland are female. As a large nursing employer, this makes the gender pay gap a particularly important issue for CHAS. It is good to see progress in this area.

Rami Okasha



## A word from our Chair of the Board:

Without skilled and dedicated staff, we could not deliver the care we do for children and families. I am therefore very pleased to see progress on our gender pay gap in this latest report.

In the last year, we have made significant changes to our clinical staff pay, and constantly review our staff remuneration to ensure we are a fair and competitive employer. In doing so, we seek to take account of the impact of changes on the gender pay gap, and will continue to do so. In terms of leadership, I am pleased that we have excellent female representation at an executive and board level.

Peta Hay



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

*Rami Okasha* CEO

*Peta Hay* Chair of the Board