

CHILDREN'S HOSPICES ACROSS SCOTLAND: GENDER PAY GAP REPORT 2022

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'.

The gender pay gap is the difference in the average earnings between men and women, expressed relative to men's earnings. This year's snapshot date for CHAS was 5 April 2022. 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.

RESULTS AND COMMENTARY

The 2022 CHAS gender pay gap calculations are based on 288 employees and self-employed individuals (2021: 301) who qualified as 'full-pay relevant employees'¹ as of 5 April 2022. This comprises 248 women (2021: 262) and 40 men (2021: 39)². These totals include any bank workers who worked on 5 April 2022, together with self-employed staff contracted with CHAS at that date.

Mean Gender Pay Gap Analysis

The first step in determining the mean gender pay gap is to calculate the hourly pay of each full-pay relevant employee. This hourly rate includes basic salary, allowances (e.g., shift and on-call allowances, essential car user allowance) and statutory pay to the extent that employees in receipt of such statutory pay continue to receive 100% of their contractual pay during their absence.

The hourly pay data is then sorted between women and men, and an average calculated for each of these genders.

The mean gender pay gap reflects the proportion by which the average hourly pay earned by men exceeds that earned by women. The results for 2022, together with comparatives for the preceding four years, are set out below:

	Mean (Average) Hourly Pay				
	2022	2021	2020	2019	2018
Women	£19.03	£18.20	£17.58	£17.50	£17.13
Men	£23.04	£21.80	£21.73	£22.87	£22.33
Mean Pay Gap	17.41%	16.49%	19.10%	23.48%	23.29%

¹ 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 2021.

² 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.

The above table indicates that, on average, men received hourly pay of £23.04 in 2022, while women received £19.03. The difference of £4.01 is then expressed as a proportion of the £23.04 per hour earned by men to arrive at the 17.41% mean pay gap.

The mean pay gap increased slightly in 2022, although it remains lower than it was between 2018 and 2020. The mean gap is principally a result of the 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 men (35%) were higher earners in the upper quartile: a significantly greater percentage than all men in our overall gender pay calculations (14%).

All men in the upper quartile, except one, hold specialist posts for which they are the only post-holder, with most of these posts being outside of our care teams. While many women in the upper quartile also hold similar non-clinical specialist posts, there is a greater proportion of women in this quartile in senior clinical roles in our care functions.

Median Gender Pay Gap Analysis

To calculate the median gap, two separate lists of full-pay relevant employees are prepared: one for women and the other for men. These lists are sorted by the average hourly pay for each person, from lowest to highest. The average hourly pays of the individuals who rank exactly in the middle of the respective women's and men's lists then forms the basis of the median pay gap.

The median pay gap for 2022, alongside comparatives for the four preceding years, are presented in the below table:

	Median (Middle) Hourly Pay				
	2022	2021	2020	2019	2018
Women	£18.06	£16.90	£16.90	£16.96	£16.35
Men	£19.66	£17.45	£16.94	£17.07	£16.89
Median Pay Gap	8.12%	3.14%	0.24%	0.64%	3.20%

The above table indicates that the man exactly in the middle of the sorted list of hourly pay for all men earned £19.66 per hour. Meanwhile, the woman exactly in the middle of the sorted list of hourly pay for all women earned £18.06 per hour. The difference of £1.60 per hour is then calculated as a percentage of the median man's hourly pay of £19.66, resulting in the 8.12% median gap.

The increase in the median pay gap over the past year was attributable to the fact that the man in the middle of the ranked list of hourly pay earned by men, was paid at a higher salary band than his counterpart last year. Meanwhile, the woman exactly in the middle of the ranked list of hourly pay earned by women, was on the same salary band as her counterpart last year.

Underlying this is a key issue affecting our calculations: with only 40 full-pay relevant men included, the median pay for men is over six times more sensitive to changes affecting individual post-holders, than it is for the 248 women.

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 average hourly pay, is presented below:

Quartile:	Lower	Lower Middle	Upper Middle	Upper
Women:				
Number	63	62	68	55
Mean (average) hourly pay	£12.41	£16.34	£20.42	£27.92
Median (middle) hourly pay	£12.40	£15.88	£21.22	£24.57
Men:				
Number	9	10	4	17
Mean (average) hourly pay	£12.65	£16.50	£20.55	£32.97
Median (middle) hourly pay	£11.76	£16.93	£20.96	£28.41
Gender Pay Gap:				
Mean	1.87%	0.98%	0.65%	15.31%
Median	-5.51%	6.20%	-1.24%	13.53%

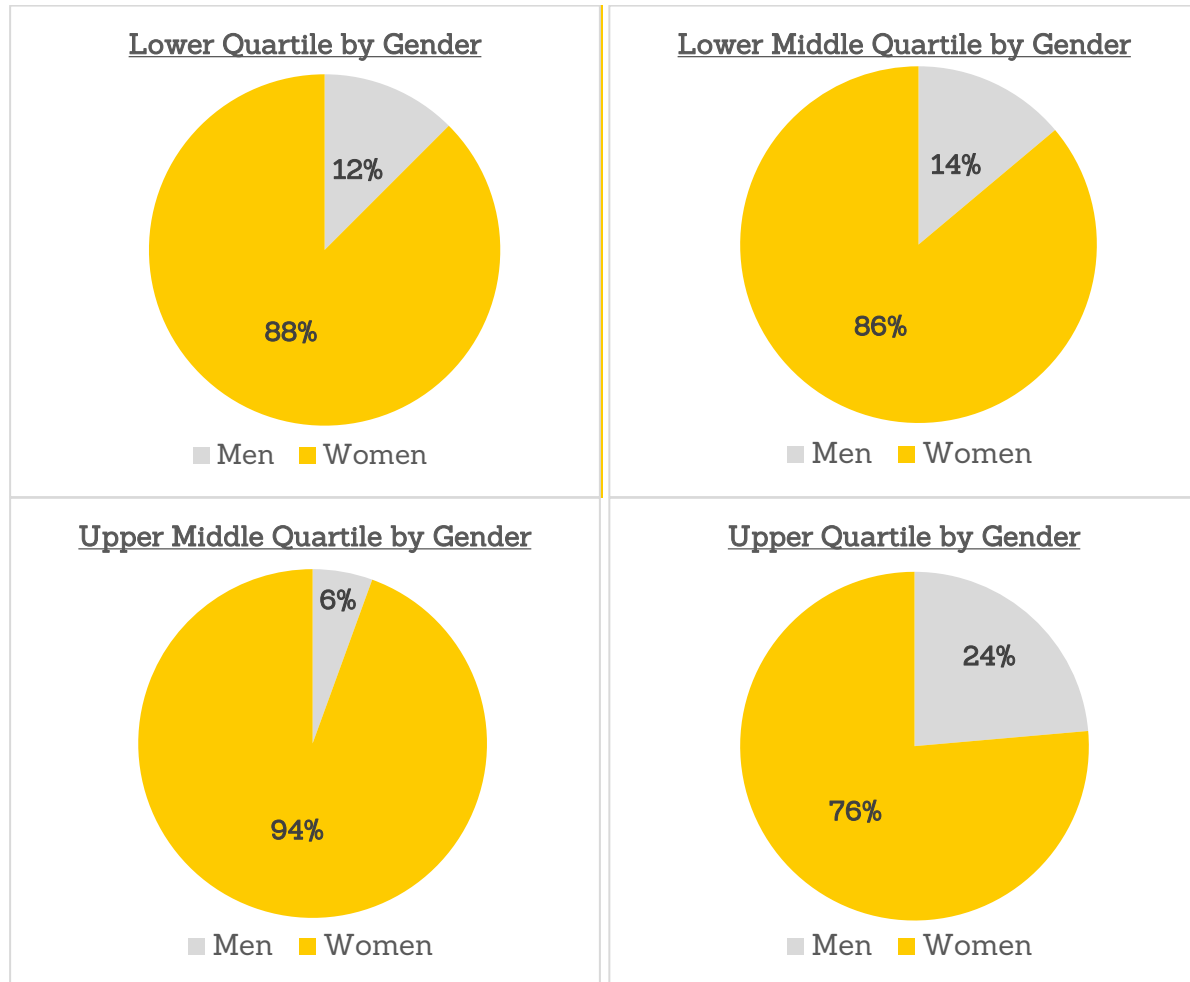
In the above table, the mean gender pay gap by quartile is measured by determining the proportion by which the average hourly pay earned by men exceeds that earned by women, in each of the four quartiles. For example, men in the lower quartile earn £12.65 on average compared with £12.41 earned by women. The difference of 24p per hour is expressed as a percentage of the hourly pay for men of £12.65 to arrive at a gap of 1.87%.

The median pay gap by quartile is calculated by preparing lists of hourly pay for women and men, from lowest to highest paid, for each of the four respective quartiles. The women and men who rank exactly in the middle of the lists for each quartile then form the basis of the median pay in that quartile for their respective genders. For example, in the above table the woman in the upper middle quartile who was exactly in the middle of the ordered list of hourly pay earned by women in that quartile, earned £21.22 per hour, while the corresponding man earned £20.96 per hour. As the median woman in the upper middle quartile earned 26p per hour more than the median man, a median pay gap of -1.24% is reported in this quartile as can be seen in the above table.

There remains a significant pay gap in the upper quartile. This effectively amplifies the impact already caused by the fact that men are disproportionately represented in this quartile and is why the overall mean gap of 17.41% exceeds that reported for any individual quartile in the above table. Notwithstanding this point there is welcome progress in the upper quartile, with the mean gap narrowing by over 3% on the 18.47% reported in 2021.

Aside from the upper quartile, the mean gender pay gap elsewhere is less than 2%, representing a better balance between the hourly pay rates of women and men.

The pie charts below use the quartile data presented in the above table to illustrate the gender percentage distribution across CHAS for each quartile as at the snapshot date. Each quartile contains 72 employees.



The above charts illustrate how men are overrepresented in the upper quartile, relative to the proportion of men in the overall gender pay calculations (14%) which is the most significant contributing factor to our overall gender pay gap.

OUR COMMITMENT AND NEXT STEPS

Introduction

Whilst recognising that modest staff numbers can have a disproportionate impact on statistics, CHAS's response to the gender pay gap is to understand and remove any actual or perceived barriers to career entry with CHAS, employees continuing to work with CHAS and future career progression with the organisation.

In a sector where career and professional success can involve roles that rely on unsocial hours being carried out along with varied working and shift patterns for many, it is recognised that particular challenges can exist.

CHAS's main aim is to address this by removing barriers to career progression and opening up opportunities for all. One of the drivers for this is to continue to closer reflect and represent the communities and families that we support.

Equality, Diversity and Inclusion (EDI)

CHAS continues to be committed to our established EDI strategy. We have continued to successfully work towards and have achieved accreditations in areas such as:

- Gaining accreditation as a Carer Positive Employer in Scotland. We will continue to be committed to this with a view to further progressing in future.
- Recently became accredited as a Level 2, Disability Confident Employer. We will continue to maintain this level whilst progressing to Level 3 (the top level) as a Disability Confident Leader in the future.

Along with driving forward these key areas within the strategy:

- Continuing to report equality data to the Equality, Diversity and Inclusion Forum.
- Continuing to provide shared parental leave.
- Continuing to provide carer leave and/or emergency leave.
- Continue to make a range of EDI material available to all staff (see *Training and Development* section below).
- Producing bespoke advice materials on a range of protected characteristics for managers and colleagues.
- Continuing to offer recruitment and unconscious bias training.
- Continuing to offer EDI training to staff.

All of the above are highlighted and published at appropriate times within our communication newsletter, "Your News, Your Views".

New Ways of Working

CHAS continues to offer employees the option of requesting a flexible working arrangement to their Line Manager to fit with any caring responsibilities and/or work life balance issues that they may be facing and further new ways of working have been explored and are being agreed; patterns such as flexible start and end times for the working day, part time working, job share arrangements, special leave, compressed hours, bank hours, hybrid working (home and site) and many more options are available.

Our partners at Flexibility Works Scotland (FWS) conducted sessions with leaders, carried out a robust Staff Survey and captured feedback from employee focus groups. All of the information was collated and compared with further benchmarking data and a report was drafted and offered to CHAS to help inform us in relation to looking at more agile, diverse, and flexible ways in which we might work. CHAS's aspiration is to seek to become as flexible and agile as possible, as an employer of choice. As an output of the survey, managers are already having 'new ways of working' conversations with their teams to discuss what is possible to support more flexibility for workers and work life balance.

Recruitment

Our recruitment process aims to ensure that all recruitment activity aligns with best practice for Equality, Diversity and Inclusion. Appointments are made based on a candidate's individual skills, experience, competencies and values, regardless of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation.

CHAS progresses candidates on anonymised application forms and does not request the candidate's FOA (Form of Address, e.g., Ms, Mr, Dr etc.), name, or gender at the point of application.

All of CHAS's hiring managers go through a recruitment training module that details not only the essentials around shortlisting, interviewing, selecting and hiring but will also offer invaluable insight in unconscious bias training and how to recognise this.

We ensure that our commitment to Equality, Diversity and Inclusion is referenced in all our recruitment advertising campaigns along with reviewing the methods and tools we use to select preferred candidates. Our commitment as a Disability Confident Employer allows candidates with disabilities to access the interview stage directly if they hold the essential criteria of the job description.

We continue to monitor and check that our employment opportunities are as attractive and accessible to as broad an applicant pool as possible, and we guard against the unintentional use of interpreted biased language being used across our recruitment adverts. We aim to remove perceived barriers within the recruitment stages and hiring managers can offer interview questions and assessment topics prior to the interview itself. CHAS can also offer escorted tours of the interview rooms for familiarity purposes, prior to the interview and we have been thanked for this offer from neuro-divergent candidates.

Pay, Conditions and Benefits

Our Pay Award for 2022, which was processed in April and so is reflected in the gender pay data in this report, focuses both on lower paid roles across the organisation and on clinical roles. It is known that there are currently higher proportions of women to men working in the clinical areas. In all quartiles, steps will be taken to reduce these gender pay gaps further for next year.

CHAS will continue to hold and update its accreditation as a Scottish Living Wage Employer, part of the Living Wage Foundation and works in harmony with the Poverty Alliance.

Leadership Development

Our Leadership Development Programme (LDP) was launched in 2019 and concluded in summer 2021 with 40 female and 7 male leaders taking part.

Ongoing work from this will continue via the New Extended Leadership Team who will work together to empower staff and managers to have further autonomy and a voice in shaping and developing leadership within the organisation.

Management Development Programme

CHAS also aims to establish a Management Development Programme throughout the organisation. This will be accessible for all managers across CHAS with a view to sharing good practice and management strategies throughout the course of the programme and will commence in financial year 2022/23.

Training and Development

CHAS will provide unconscious bias training within our recruitment and selection training and reviewed our recruitment training for managers to further support fair and objective selection decisions. A new phase of training for hiring managers, focusing on recruitment and selection will be trialled in late 2022.

We currently have a range of equality and diversity material both online and in factsheets format (multi-format) accessible for all staff. This will be enhanced and enriched as mandatory Equality, Diversity and Inclusion online training is further developed. This training delivery will focus on updating language and will address and recommend steps that everyone within CHAS can take to promote and exhibit inclusion for all.

A further aspiration for CHAS for the future is to provide additional EDI training, in addition to the mandatory e-learning training currently provided to cover the subject in more depth.

Affirmative / Positive action

CHAS is committed into exploring how we have 'positive action' conversations in a fair and ethical way for recruitment and succession planning.

We wish to arrive at a consistent approach around affirmative action throughout our recruitment choices and we aim to train, support and offer advice in this area for our managers and staff alike.



Peta M. Hay
Chair

21 October 2022