

## CHILDREN'S HOSPICES ACROSS SCOTLAND: GENDER PAY GAP REPORT 2020

### INTRODUCTION

Following the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, UK companies with over 250 employees must, in usual circumstances, publish their gender pay gap data within one year of their 'snapshot date'. The Equality and Human Rights Commission (EHRC) extended the 2020 reporting deadline by a further six months owing to the covid-19 pandemic.

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 2020. This report provides information on the mean and median salary pay gap, with further analysis by pay quartile.

There is no gender pay analysis on bonus pay, as no CHAS employee received any form of bonus in the year ending on the snapshot date, or in any preceding year.

### RESULTS

The 2020 CHAS gender pay gap calculations are based on 321 employees and self-employed individuals (2019: 308) who qualified as 'full-pay relevant employees'<sup>1</sup> as of 5 April 2020. This comprises 281 women (2019: 269) and 40 men (2019: 39). These totals include bank workers who worked on 5 April 2020, together with self-employed staff contracted with CHAS at that date.

Our summary gender pay gap results for 2020 are as follows:

	<b>Mean (Average) Hourly Pay</b>	<b>Median (Middle) Hourly Pay</b>
Women	£17.58	£16.90
Men	£21.73	£16.94
<b>Gender Pay Gap</b>	<b>19.10%</b>	<b>0.24%</b>

The mean gender pay gap in the above table represents the proportion by which average hourly pay earned by men exceeds that earned by women across the CHAS workforce.

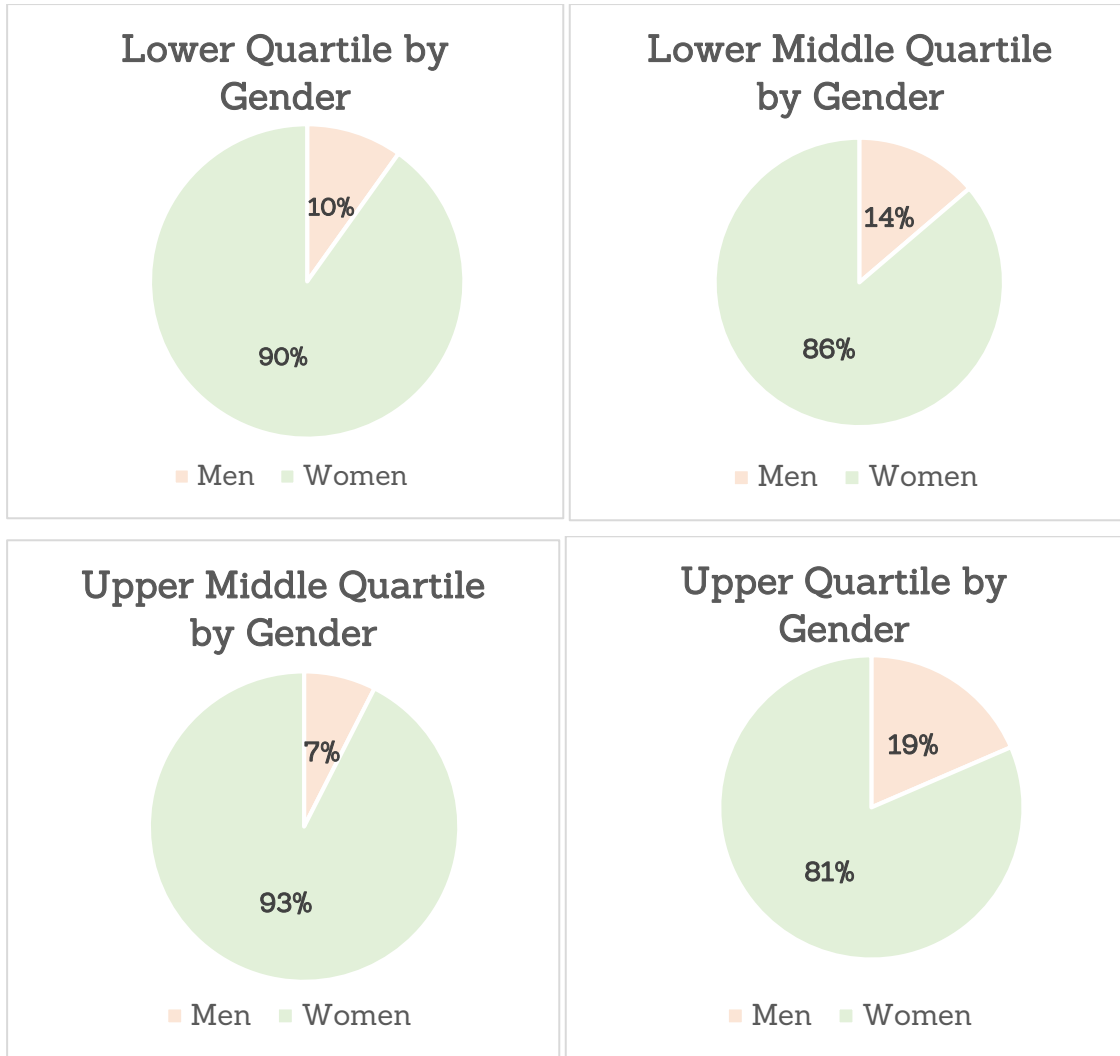
To calculate the median gap, two separate lists of full-pay relevant employees are prepared: one for women and the other for men. These lists are sorted by the average hourly pay for each person, from lowest to highest. The average hourly pays of the two individuals who rank exactly in the middle of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

#### **Quartile Summary**

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 charts below illustrate the gender percentage distribution across CHAS for each quartile as at the snapshot date. Each quartile contains approximately 80 employees.

<sup>1</sup> 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 2020.



The number of staff in each quartile, along with mean and median average hourly pay, is presented below:

<b>Quartile:</b>	<b>Lower</b>	<b>Lower Middle</b>	<b>Upper Middle</b>	<b>Upper</b>
<b>Women:</b>				
Number	73	69	74	65
Mean average hourly pay	£11.36	£15.25	£18.84	£25.61
Median average hourly pay	£11.36	£14.79	£19.43	£22.46
<b>Men:</b>				
Number	8	11	6	15
Mean average hourly pay	£11.38	£15.32	£18.33	£33.30
Median average hourly pay	£11.81	£15.40	£17.45	£27.59
<b>Gender Pay Gap:</b>				
Mean	0.18%	0.46%	-2.78%	23.09%
Median	3.81%	3.96%	-11.35%	18.59%

**Comparison with Previous Years**

CHAS has reported gender pay gap information since 2017. The 2020 gender pay gap, together with comparative values for the three earlier years in which we have reported, are presented below:

	<b>Mean (Average) Hourly Pay</b>			
	<i>2020</i>	<i>2019</i>	<i>2018</i>	<i>2017</i>
Women	£17.58	£17.50	£17.13	£16.72
Men	£21.73	£22.87	£22.33	£20.16
<b>Mean Pay Gap</b>	<b>19.10%</b>	<b>23.48%</b>	<b>23.29%</b>	<b>17.06%</b>

	<b>Median (Middle) Hourly Pay</b>			
	<i>2020</i>	<i>2019</i>	<i>2018</i>	<i>2017</i>
Women	£16.90	£16.96	£16.35	£15.82
Men	£16.94	£17.07	£16.89	£15.82
<b>Median Pay Gap</b>	<b>0.24%</b>	<b>0.64%</b>	<b>3.20%</b>	<b>0.00%</b>

**Results Analysis and Commentary**

The information presented above indicates that the gender pay, in both mean and median average hourly pay terms, narrowed compared with 2019.

An analysis of the gender pay data by quartile indicates that for all except the upper quartile, the gap is relatively narrow and, in some instances, negative meaning that average hourly pay earned by women is greater than that earned by men. CHAS continues to employ a predominantly female workforce, with a large proportion of jobs paid in bands 5 and 6 of the organisational pay structure. Most roles in these bands are nursing roles, with most post-holders being women. This significantly influences the negative gender pay gap in the upper middle quartile.

The widest gap, however, is in the upper quartile where men earn greater average hourly pay than women. The mean pay gap within this quartile is 23.09%, while the median gap is 18.59%. The overall mean gender pay gap of is largely a consequence of the pay gap observed in this quartile.

Within the staff included in the upper quartile as at 5 April 2020, there were four men and seven women who were recruited in the year beginning after the previous snapshot date of 5 April 2019. In addition, there were four men among the ten highest earning individuals who left CHAS during this time: a disproportionate amount relative to the overall gender ratio in the organization. Both factors will have contributed to narrowing the gender pay gap this year.

## **OUR COMMITMENT AND NEXT STEPS**

### ***Equality, Diversity and Inclusion Strategy***

CHAS remains committed to our established EDI strategy. Whilst during the pandemic our progress has remained steady and we continue seek to work towards achieving accreditations in areas such as Pay, Carer Awareness, Disability and Flexible Working.

### ***Flexibility***

We are also embarking on work with Flexibility Works Scotland to review our working practices across the organisation. This work involves, sessions with SLT, Staff Survey, Employee Working Group and a report with recommendations for SLT around potential working practices, alongside benchmarking data. We hope this work will help inform and educate us in relation to alternative and more diverse ways of working. We seek to be as flexible and agile as we can as an employer.

### ***Recruitment***

Our recruitment process aims to ensure that all recruitment activity is in line with best practice for equality, diversity and inclusion. Appointments are made on the basis of a candidate's individual competence regardless of age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, or sexual orientation. Personal characteristics, including names, are not available to managers when they shortlist.

We will ensure our commitment to equality, diversity and inclusion is referenced in all our recruitment advertising along with reviewing the methods and tools we use to select preferred candidates.

We want our employment opportunities to be as attractive and accessible to as broad an applicant pool as possible and so we will looking at ways in which we can prevent any unintentionally biased language being used in our recruitment adverts. We will also review our recruitment training for hiring managers to further promote and support fair and objective selection decisions.

### ***Pay, Conditions and Benefits***

Our pay award for 2021 is weighted towards our lower paid roles and those clinical roles which are similar to roles within the NHS; there are currently higher proportions of women to men working in these areas.

### ***Leadership Development***

Our Leadership Development Programme (LDP) was launched in 2020 and shortly after this, the programme of learning had to be revised due to the COVID 19 outbreak. We worked with a consultancy practice to review the methods of delivery, to ensure we could continue with this extensive investment of personal development for our leaders across the organisation. Virtual learning and coaching for our colleagues taking part in our LDP, has recently been completed in summer 2021 with 39 Female and 7 Male leaders taking part.

**Tracey Irving**  
Director of Organisational Development

**Stuart Parry**  
Head of Financial Governance

**September 2021**