

CHILDREN'S HOSPICES ACROSS SCOTLAND: GENDER PAY GAP REPORT 2021

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 2021. 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. CHAS does not pay any form of bonuses, although all eligible employees received the £500 Scottish Government bonus for Health and Social Care workers in April 2021.

RESULTS

The 2021 CHAS gender pay gap calculations are based on 301 employees and self-employed individuals (2020: 321) who qualified as 'full-pay relevant employees'¹ as of 5 April 2021. This comprises 262 women (2020: 281) and 39 men (2020: 40)². These totals include any bank workers who worked on 5 April 2021, together with self-employed staff contracted with CHAS at that date.

Our summary gender pay gap results for 2021 are as follows:

	Mean (Average) Hourly Pay	Median (Middle) Hourly Pay
Women	£18.20	£16.90
Men	£21.80	£17.45
Gender Pay Gap	16.49%	3.14%

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 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.

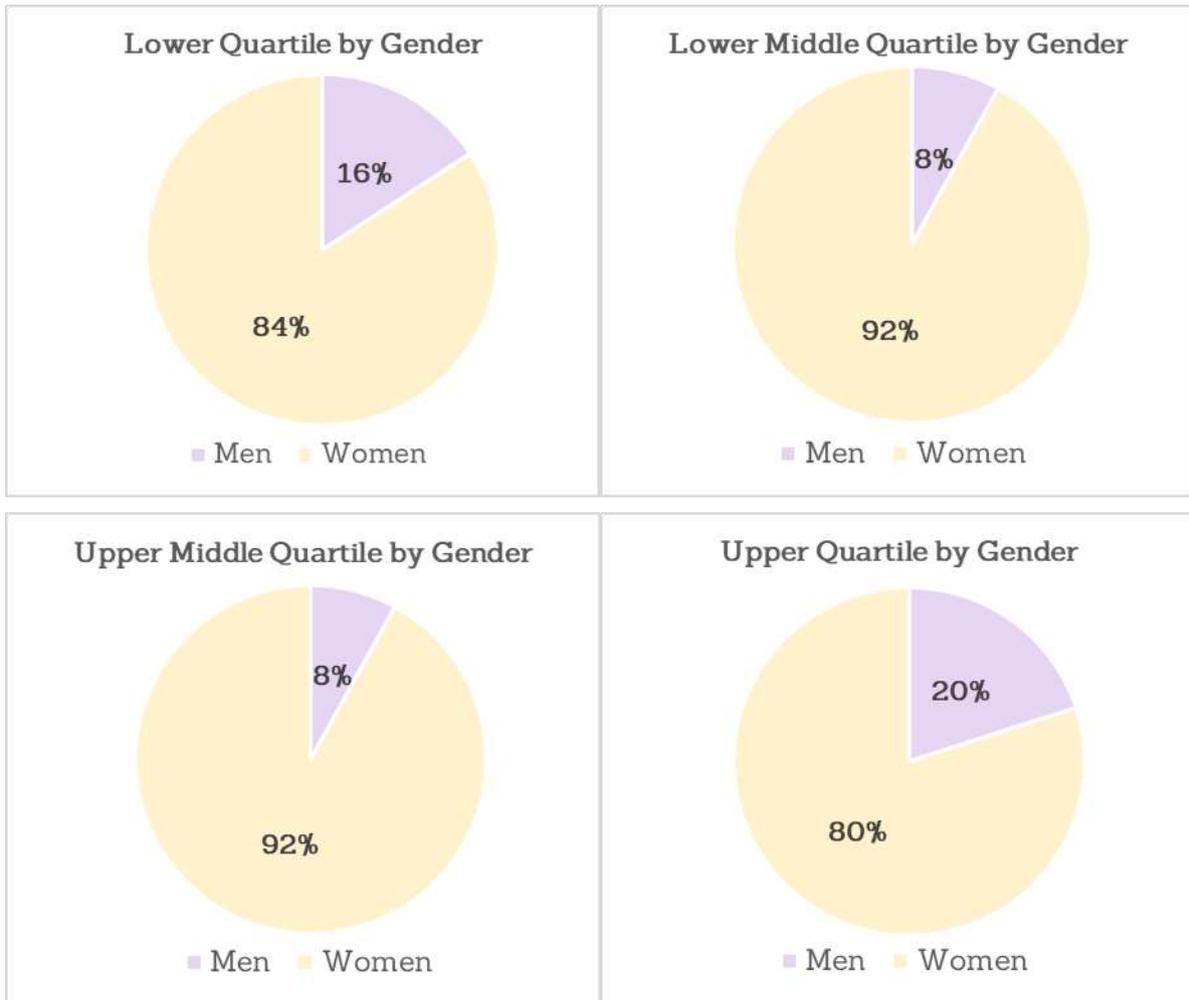
¹ A full-pay relevant employee is someone who had a contract of employment with CHAS (or a self-employed person where they must personally perform the work), who received their usual full basic pay in April 2021.

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.

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 75 employees.



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	64	69	69	60
Mean (average) hourly pay	£11.86	£15.59	£19.23	£26.80
Median (middle) hourly pay	£12.02	£14.93	£20.36	£22.56
Men:				
Number	12	6	6	15
Mean (average) hourly pay	£12.37	£16.05	£18.73	£32.88
Median (middle) hourly pay	£12.02	£16.15	£18.36	£27.59
Gender Pay Gap:				
Mean	4.10%	2.85%	-2.65%	18.47%
Median	0.00%	7.57%	-10.89%	18.24%

The widest pay gap, for both mean and median hourly pay, is in the upper quartile. This is because men occupy a larger proportion of those roles with the highest levels of hourly pay: 5 out of 15 men (33%) in the upper quartile earn over £30 per hour; for women, this proportion is lower at 18% (11 out of 60). As noted in the below Results Analysis and Commentary, however, the gap in this quartile continues to narrow.

Comparison with Previous Years

CHAS has reported gender pay gap information since 2017. The 2021 gender pay gap, together with comparative values for earlier years in which we have reported, are presented below:

	Mean (Average) Hourly Pay				
	2021	2020	2019	2018	2017
Women	£18.20	£17.58	£17.50	£17.13	£16.72
Men	£21.80	£21.73	£22.87	£22.33	£20.16
Mean Pay Gap	16.49%	19.10%	23.48%	23.29%	17.06%

	Median (Middle) Hourly Pay				
	2021	2020	2019	2018	2017
Women	£16.90	£16.90	£16.96	£16.35	£15.82
Men	£17.45	£16.94	£17.07	£16.89	£15.82
Median Pay Gap	3.14%	0.24%	0.64%	3.20%	0.00%

Results Analysis and Commentary

The mean gender pay gap narrowed in 2021 to 16.49%: the lowest recorded in the five years that CHAS has reported on gender pay. The median gap remains significantly smaller than the mean gap, at 3.14%, although this specific measure has widened since 2020.

As can be seen in the above gender pay analysis by quartile, the overall gender pay gap is heavily influenced by the upper quartile where the gap is around 18%. The pay gap in the two middle quartiles largely cancel each other out, and there is a negative gap in the upper middle quartile; meaning that the average hourly pay earned by women is greater. While there is no median gap in the lower quartile, there has been a widening of the mean gap owing to the introduction of four men on salary band 4, whereas no men above salary band 3 were in this quartile last year.

There has been a reduction in the pay gap in the upper quartile, which now stands at a mean of 18.47% (2020: 23.09%) and a median of 18.24% (2020: 18.59%). This reduction is principally the result of four women who joined CHAS during the year and earned more than the average hourly pay in the upper quartile. By contrast, there were no men added this year who pulled up the mean average hourly pay in this quartile. Indeed, the mean average hourly pay for men in the upper quartile dropped back slightly, to £32.88 (2020: £33.30).

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 unsocial hours and varied working patterns for the majority, it is recognised that particular challenges exist. CHAS aims to address this by removing structural 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 that we support.

Equality, Diversity and Inclusion (EDI) Strategy

CHAS continues to be committed to our established EDI strategy. Throughout the pandemic our progress has remained steady, and we have successfully worked towards and achieved accreditations in areas such as:

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

- Ongoing availability of a range of EDI material (see *Training and Development* section below).
- Producing bespoke advice materials on a range of protected characteristics for managers and colleagues.

New Ways of Working

The survey and analysis work carried out by Flexibility Works Scotland to review our working practices across the organisation has now concluded and CHAS has been presented with a report and recommendations.

Work involved sessions with leaders, a Staff Survey and feedback from employee focus groups. The report identifies potential working practices, alongside benchmarking data and will 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.

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 based on 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 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 also 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 rolled out in 2022.

We have recently appointed two new directors to our senior leadership team, both women, meaning amongst the executive team we have four substantive postholders who are women, and three who are men.

Pay, Conditions and Benefits

Our Pay Award for 2021, which was processed in November and therefore is not reflected in this report, focuses both on lower paid roles across the organisation and on clinical roles. There are currently higher proportions of women to men working in these areas and preliminary data indicates that a further reduction in the reported gender pay gap is likely next year.

CHAS has also gained accreditation as a Scottish Living Wage Employer, part of the Living Wage Foundation and working in harmony with the Poverty Alliance.

Leadership Development

Our Leadership Development Programme (LDP) was launched in 2019 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 was completed in summer 2021 with 40 female and seven male leaders³ taking part. New phases of this development is continuing for leaders in our clinical sectors.

Management Development Programme

This next step to enhancing the LDP is to establish a Management Development Programme throughout CHAS and this will be accessible for all managers across the organisation with a view to sharing good practice and management strategies throughout the course of the programme.

Training and Development

CHAS will provide unconscious bias training within its recruitment and selection training.

We currently have a range of equality and diversity material both online and in factsheets accessible for all staff. This will be enhanced and enriched as the mandatory Equality, Diversity and Inclusion online training is further developed. This will focus on updating language and 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.



Peta M. Hay
Chair

1 April 2022

³ Delegate lists by gender were unavailable; participants' sex used instead.