

Gender Pay Gap Report 2026

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Background

The specific equality duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations in 2012 as amended. Further new regulations were introduced in 2015 when CHS became a listed authority, and in 2016, the employee threshold for gender pay gap reporting was reduced from 150 to 20 employees and further introduced the requirement to publish Equal Pay Statements. CHS published its first Gender Pay Gap report and Equal Pay Statement in April 2018 and continues to publish a report every two years.

CHS' Gender pay gap is reported as follows:

Median	-1.50%
Mean	0.67%

The mean gap has decreased since the 2024 report while CHS staff headcount has increased by 28%. At the same time, the median gap has become to be in benefit to women at -1.5%. The proportion of male and female staff has changed by 1% since 2024 with 74% of the workforce being female in 2026. This suggests that CHS male and female staff are now on average paid more equally compared to two years ago. However, CHS notes the benefit of the mean gap for men and benefit of the median gap for women.

CHS Equal Pay Statement

CHS is an equal opportunities employer and all colleagues should be treated equally irrespective of their sex, marital/civil partnership status, age, race, ethnic origin, sexual orientation, disability, religion or belief, employment status, gender identity (transgender), or caring responsibility. CHS commits to operating a pay and reward system which is transparent, based on objective criteria and free from bias.

As a public body, CHS is required to take steps to proactively address gender, race and disability inequality by examining the ways in which inequality impacts the organisation and its employees and taking steps to remove any inequalities found.

At CHS we are committed to complying with all legal duties under the Equality Act (2010) and the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012.

The law gives women the right to be paid the same as men (and vice-versa) for:

- Like Work – two employees doing the same or very similar roles;
- Work rated as equivalent – different jobs which have been given the same rating as the result of an analytical job evaluation scheme;
- Work of an equal value – different jobs that the employee claims require a similar level of skill and ability.

Our Equal Pay policy is incorporated into Section 5 of our Equal Opportunities policy and commits CHS to reviewing equal pay in the development of annual pay awards and to monitor pay regularly in partnership with our employees.

Our commitment to Equal Pay

CHS is committed to the principles of equal pay for work of equal value and operates a pay system that is based on objective criteria. We have a clear reference to Equal Pay in our Recruitment and Selection Policy and have consistently followed Scottish Government guidance on Equal Pay. CHS' pay awards are in line with the Scottish Government Public Sector Pay Policy for Staff Pay Remits.

Since CHS became operational it has used an incremental pay structure. The current pay remit and pay structure are underpinned by job evaluation. Equal pay for work of equal value is the cornerstone of job evaluation and CHS uses the Hay Job Evaluation process. All CHS roles when developed or amended go through the job evaluation process, which is administered by an independent expert Job Evaluation panel at our sister organisation, the Scottish Children's Reporter Administration (SCRA), supported by a member of the CHS People Operations team. An employee appeal process is also built into the process.

CHS' Chief Executive's pay is determined by the Scottish Government Senior Appointments Pay Policy but while CHS does *not* determine this pay, the Chief Executive's pay details have been included in the calculation of our equal pay figures.

When developing annual pay awards, CHS remains cognisant of the impact on all protected characteristics of any pay offer, ensuring that we improve the equalities position year on year i.e. by reducing the journey times from minimum to maximum level within each pay band.

Pay Progression within CHS

We review progression within the pay structure annually, in line with our pay policy, to ensure they match our expectations to pay the target rate for the role. In addition, we collect market rate data as required to support our pay structure and role rates. Any changes to our pay structures require approval from the Scottish Government and must comply with the pay policy guidance.

Equal Pay Review

CHS makes every effort to ensure that there is equal pay for work of equal value. Every job description within CHS is evaluated through the Hay Job Evaluation methodology, analysing the know-how, problem solving and accountability required for the job. The evaluated jobs are plotted onto the CHS job evaluation structure, which then determined the pay grade for the role. As the principles of equal pay underpin the Hay Job Evaluation methodology, CHS is confident that all its current roles have been fairly and objectively reviewed with regards to equal pay.

CHS is committed to reviewing any roles that undergo significant change to ensure that their job descriptions accurately reflect the requirements of the role at that time while having also been fully evaluated to ensure equal pay. Employees may also request a re-evaluation of their role through the Job Description and Evaluation Policy.

Equalities in recruiting

We carefully review our person specifications for each role we advertise to ensure we remove any essential or desirable criteria that may unintentionally dissuade women or individuals with protected characteristics from applying for our roles.

While good practice, due to the small size of our organisation it is often not possible to have a gender balance on our recruitment panels, however, we ensure this is the case where practically possible. Additionally, all employees at CHS will have completed equality, diversity and inclusion training as a part of their induction and continuous development.

Embedding Equality, Diversity, and Inclusion (EDI) at CHS

CHS has an EDI working group sponsored by Senior Leadership. This is an internal voluntary staff group to help shape the design and delivery of how EDI objectives will be brought into meaningful action. The group has representation from across the organisation to ensure diverse membership.

CHS is also a member of Onvero (formerly known as the Employers Network for Equality and Inclusion), a not-for-profit organisation that helps employers create truly inclusive workplace cultures.

Training

CHS provides regular training to all staff regarding equality, diversity and inclusion. An introductory online learning module is available to all colleagues on Equality, Diversity and Inclusion. It focuses on EDI within Children's Hearings.

Additional bespoke training is also delivered by external providers as a part of continuous development.

Flexible working arrangements

CHS operates a flexible working culture and does not endorse presenteeism. It provides staff a flexi time scheme where core hours are between 10:00 and 12:00 and 14:00 to 16:00. CHS also operates a hybrid working policy which provides guidance to colleagues regarding working location with most colleagues working 40% of the time in a relevant physical CHS location.

In addition, CHS has a clear Flexible Working Policy and encourages all employees to follow the procedure for flexible working requests.

Pay ranges are determined by role and not working patterns and CHS is committed to ensuring equal pay for equal work, regardless of the hours within which this work is completed.

Gender Pay Gap Executive Summary

All data contained in this report refers to salary figures only, as CHS does not operate a bonus scheme. The data is accurate as at 13 February 2026 but for direct comparison, the data from the 1 February 2024 is included.

CHS had 109 employees on the 13 of February 2026. This is a 28% increase in headcount since 2024. Our workforce is 74% female (increase of 1% compared to 2024) with CHS employed females now accounting for 80% of our senior management team.

There are two suggested methods to calculate our overall pay gap, for reasons that are explained more fully within the report – Calculating the Gender Pay Gap for CHS. While there is no general consensus on which method is better and there are disadvantages in using either method, particularly for an organisation as small as CHS (due to vulnerability of data to be skewed in even the addition or deletion of one earnings figure), we have provided headline figures using both methods. In line with guidance from Close the Gap (Scotland's main research organisation looking at women's participation in the labour market), we have given preference to using the mean average in the rest of our pay gap analysis as it can give a deeper understanding of any pay gaps.

When using the mean to calculate, our overall pay gap between male and female salaries is now 0.67% (in favour of men), compared with 2.03% two years ago.

When using the median to calculate, our overall pay gap between male and female salaries is now -1.50% (in favour of women) compared with 1.45% (in favour of men) two years ago.

Analysis of these figures is found in the below sections of the report. Note that for ease of comparison, the figures from the 2024 Gender Pay Gap report are also included.

Both the mean and median pay gaps have changed during the past two years at CHS, with mean gap reducing and the median gap staying similar in size but becoming in favour of

women, while the percentage of female and male employees has remained similar (1% difference compared to 2024) despite a 28% increase in total number of staff. This suggests that CHS now has a more even distribution of salaries between male and female staff. However, as CHS still only consists of 109 employees (at the time of the report), this means that the smallest of differences in structure can impact the final data significantly. This is highlighted by the quartile distribution table which shows that women are still slightly more clustered at the middle quartiles compared to men despite mean pay gap reducing and the median pay gap becoming in benefit of women.

Gender Pay Gap Reporting

The Equality Act 2010 describes nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex (male or female); and sexual orientation. Since 2020, CHS recognises care experienced as the tenth protected characteristic.

The specific duties in Scotland were created by secondary legislation in the Equality Act 2010 (Specific Duties) (Scotland) Regulations in 2012 as amended. Further new regulations were introduced in 2015 when CHS became a listed authority, and in 2016, reducing the employee threshold for gender pay gap reporting and the publication of equal pay statements from 150 to 20 employees. As CHS has 109 employees, the organisation is required to be fully compliant with the regulations and undertake the required specific duties for reporting every two and four years.

Two yearly reporting requirements:

- percentage of men and women in each hourly pay quarter;
- mean (average) gender pay gap using hourly pay;
- median gender pay gap using hourly pay;
- percentage of men and women receiving bonus pay (CHS does not offer bonus pay and therefore does not report on this);
- mean (average) gender pay gap using bonus pay (CHS does not offer bonus pay and therefore does not report on this);
- median gender pay gap using bonus pay (CHS does not offer bonus pay and therefore does not report on this).

In addition, every 4 years CHS must include:

1. Published statement on equal pay.

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2. For an authority on reporting schedule 'B', as CHS, from April 2022 the report should include sex, ethnicity and disability every four years. The 2024 report was the first one to include ethnicity and disability pay gaps. Updated figures will be provided in the next 2028 report.

Calculating the Gender Pay Gap for CHS

The methods for determining any pay gap is outlined in Close the Gap's publication, Close Your Pay Gap: <https://www.closeyourpaygap.org.uk/>

The gender pay gap is the difference in average hourly earnings between men and women.

CHS has used both the *mean* and *median* average figure for its headline pay gap figure. The mean average is calculated by adding all individual CHS employees' hourly rates of pay and dividing by the total number of employees. The median average is calculated by listing all the male and female salaries in order of amount and then finding the mid-point of each list.

The mean is considered by many organisations, including Close the Gap, to be a more useful measure as it includes the highest and lowest rates of pay and because those on the highest rates of pay tend to be men and those on the lowest are more likely to be women, it is an important measure of women's experience of labour market disadvantage as compared to men.

The median pay gap is considered more representative of "typical" pay. Those who advocate the use of the median, such as the Office of National Statistics (ONS) feel that the very high earners are the exception to the norm but can disproportionately skew the pay gap figure.

As CHS does not have a large employee base, our figures are easily skewed regardless, by the inclusion of even one additional high salary figure. This means that by aligning with the Close the Gap preference and using the mean to calculate the average of a skewed distribution, such as ours, the calculations are highly influenced by those values at the upper end of the distribution and thus may not be truly representative.

Who is included in our analysis?

All workers engaged in a contract of employment with CHS are included in the analysis of gender pay gap analysis including CHS' Chief Executive, even though CE pay is determined by the Scottish Government Senior Appointments Pay Policy.

Exclusions and exceptions

Salary data for employees on long-term career breaks/secondments (and so are not currently on payroll) are *not* included in this report, however data for any employees on maternity or other absences, who are on payroll, *is* included in this report.

Our gender pay gap findings

Our pay gap findings are reported in the tables below and each table has an explanatory narrative to accompany the findings.

Quartile Salary Figures (2024 figures in grey)

The table below shows all the salary figures ranked into quartiles. The gender comparisons for each quartile are shown as gender against total own gender, and as gender against total CHS employee group.

Quartile 1 = lowest quartile 4 = highest quartile	Male as % of all CHS employees	Male as % of all male employees	Female as % of all CHS employees	Female as % of all female employees
1	5%	18%	20%	27%
2	6%	21%	19%	26%
3	8%	32%	17%	22%
4	7%	29%	19%	26%
1	5%	19%	20%	28%
2	7%	29%	17%	25%
3	6%	23%	17%	25%
4	7%	29%	23%	22%

The 2020 and 2022 reports had males more clustered in the lower quartiles. Similar to the 2024, this 2026 report shows a relatively equal distribution of both female and male employees across the quartiles. However, women are slightly more clustered in the middle two quartiles, compared to men who are slightly more clustered in the upper two quartiles.

CHS National Team Headcount as of 13 February 2026 (2024 figures in grey)

Female part-time	Female full-time	Male part-time	Male full-time	Total Headcount
17	64	3	25	109
74%		26%		
6	51	1	20	78
73%		27%		

Overall pay gap figure for CHS

The single/overall pay gap figure includes all CHS employees, including those in senior leadership grades. It also includes all full-time and part-time employees and employees on permanent and fixed term contracts and provides the most complete picture in relation to gendered pay inequalities and is presented as both mean average and median average figures. As noted in the Equal Pay Statement, CHS CEO salary is determined by Scottish Government.

Mean overall pay gap (2024 figures in grey)

MEAN female hourly rate (£)	MEAN male hourly rate (£)	Scotland Mean Pay Gap
25.31	25.48	3.5% (2025)
$\frac{25.48 - 25.31}{25.48} \times 100$	CHS Pay Gap = 0.67%	
22.64	23.11	2.0% (2024)
$\frac{23.11 - 22.64}{23.11} \times 100$	CHS Pay Gap = 2.03%	

CHS mean gender pay gap has decreased from 5.85% in 2022 to 2.0% in 2024 to 0.67% in 2026. Since the last pay gap report, the CHS headcount has increased and it is likely that the recruitment for the new posts has supported the decrease in the CHS pay gap.

Median overall pay gap (2024 figures in grey)

MEDIAN female hourly rate (£)	MEDIAN male hourly rate (£)	Scotland Median Pay Gap
22.79	22.45	9.4%
$\frac{22.45 - 22.79}{22.45} \times 100$	CHS Pay Gap = -1.5%	
19.02	19.30	9.2%
$\frac{19.30 - 19.02}{19.30} \times 100$	CHS Pay Gap = 1.45%	

CHS median gender pay gap has changed from 1.45% in 2024 to -1.5% in 2026. Since the last pay gap report, the CHS headcount has increased and it is likely that the recruitment for the new posts has supported the change in the pay gap. CHS notes that the gap is currently in benefit of women.

Addressing our overall equal pay gap through recruitment

From our recruitment data and employee headcount figure (74% female), CHS can demonstrate that it is an organisation that attracts, appoints and promotes females at all organisational levels. However, the data highlights that further improvements are required in relation to attracting candidates from diverse backgrounds such as candidates with disabilities and candidates with BME ethnicity. We will continue to ensure that CHS continuously improves robust, fair and transparent recruitment processes that provides equality of opportunity for all protected characteristic groups.

Summary

During the past two years, CHS has experienced a decrease in the mean gender pay gap from 2.03% to 0.67%, meaning that at a headline level, while less than in 2024, men still receive only marginally more in average pay across the organisation compared to women. In terms of median gender pay gap figures, which for a smaller organisation like CHS, can produce skewed results, the gender pay gap has moved to -1.50% from 1.45%. This change in the median pay gap shows that median pay is now in benefit of women although the gap is very similar.

The obvious factor impacting this reduction in the pay gap, as has been noted at several points in the previous table narratives is the significant increase in CHS headcount since 2024 (28%), with male and female employees now more equally distributed across the organisation. However, CHS does note that the gender pay gap remains in favour of men.

CHS is not complacent in the need to continue to monitor gender, ethnicity and disability pay gaps (the two latter to be reported on in 2028) and will work to ensure that its pay awards and flexible working policies in particular are managed fairly and equally for all staff, regardless of gender, ethnicity or disability. It will take into account all the commitments it made in its Equal Pay Statement as well its statutory general and specific duties under the Equality Act 2010.