


NHS National Services Scotland Pay Gap Report April 2025





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Section 1 – Introduction

1.1 NHS National Services Scotland (NSS) is committed to the principles of equality, diversity and human rights in employment. It believes that staff should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value (regardless of age, disability, ethnicity or race, gender reassignment, marital or civil partnership status, pregnancy, political beliefs, religion or belief, sex or sexual orientation). This is reflected in the NSS Equal Pay statement which is contained in **Appendix 1**.

1.2 NSS is committed to mainstreaming equality in the workplace. One way of ensuring this is to carry out a pay gap audit and in compliance with the public sector Equality Duty (under the Equality Act 2010), the following report presents the NSS pay gap profile for 2025, focusing specifically on the protected characteristics of sex, ethnicity and disability.



Section 2 – What does the NSS Pay Gap Report cover?

2.1 This report provides pay gap information on **sex, ethnicity** and **disability** across NSS, based on workforce and payroll data, as of **31 December 2024**.

2.2 The report provides both the mean and median pay gap data, calculated as follows:

2.3 Mean pay gap data is calculated by adding together all employee hourly rates of pay, for a particular cohort, and dividing this amount by the total number of employees within the same grouping.

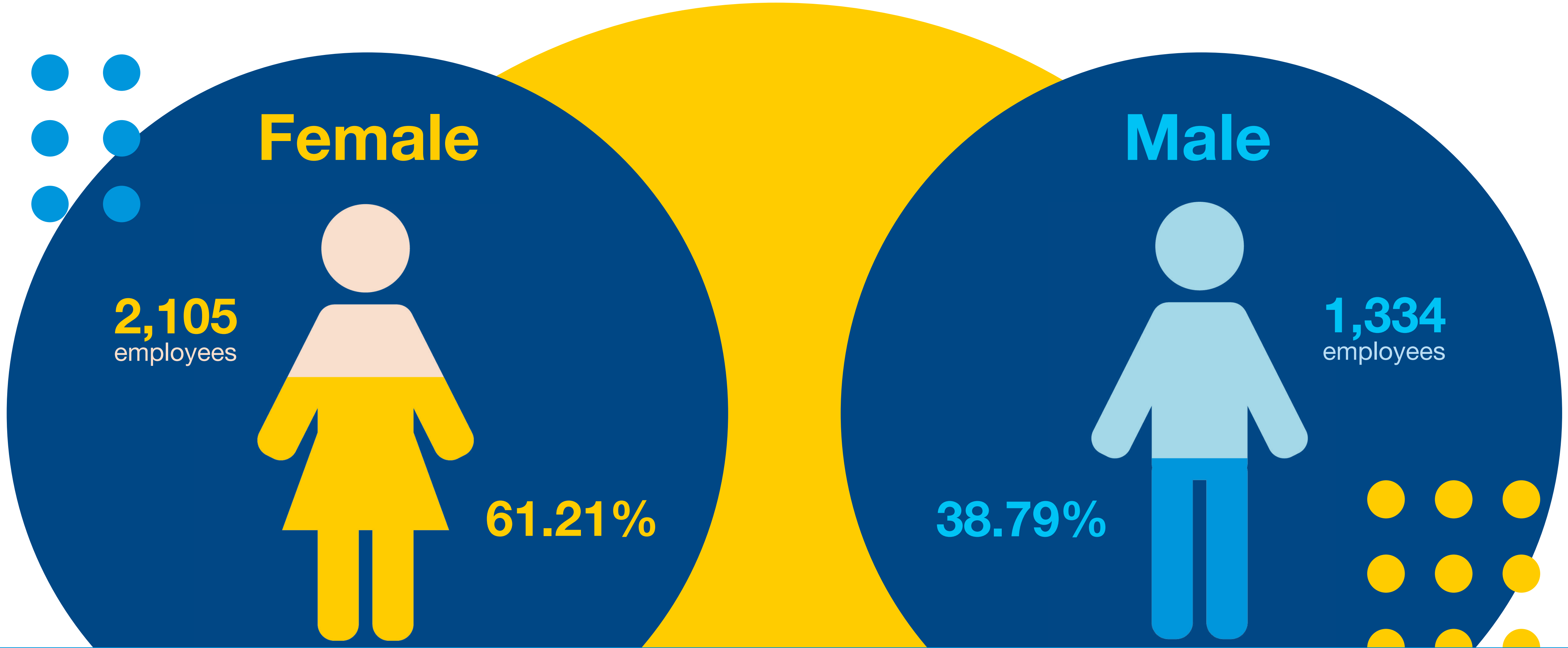
2.4 Median pay gap data is calculated by listing all employee hourly rates of pay, for a particular cohort, and finding the mid-point in the range.

2.5 Given that the mean pay gap is calculated from the hourly rates of all individual employees, it therefore includes the highest and lowest rates across the organisation and provides an overall indication of the size of the pay gap. The median hourly rate, on the other hand, is calculated by taking the mid-point from a list of all employees' hourly rates of pay and provides a more accurate representation of the 'typical' difference in pay that is not skewed by the highest or lowest rates across the organisation. It is possible however that the median pay gap can obscure pay differences that may be associated with sex, ethnicity or disability. Therefore, whilst this report provides both mean and median pay gap information, the focus of the report is on the mean pay gap outcomes.



Section 3 – Mean and median pay gap data by sex

3.1 As of 31 December 2024, NSS employed 3,439 employees.



The table below provides mean and median pay gap data for the organisation as a whole.

Figure 1: Overall NSS gender pay gap

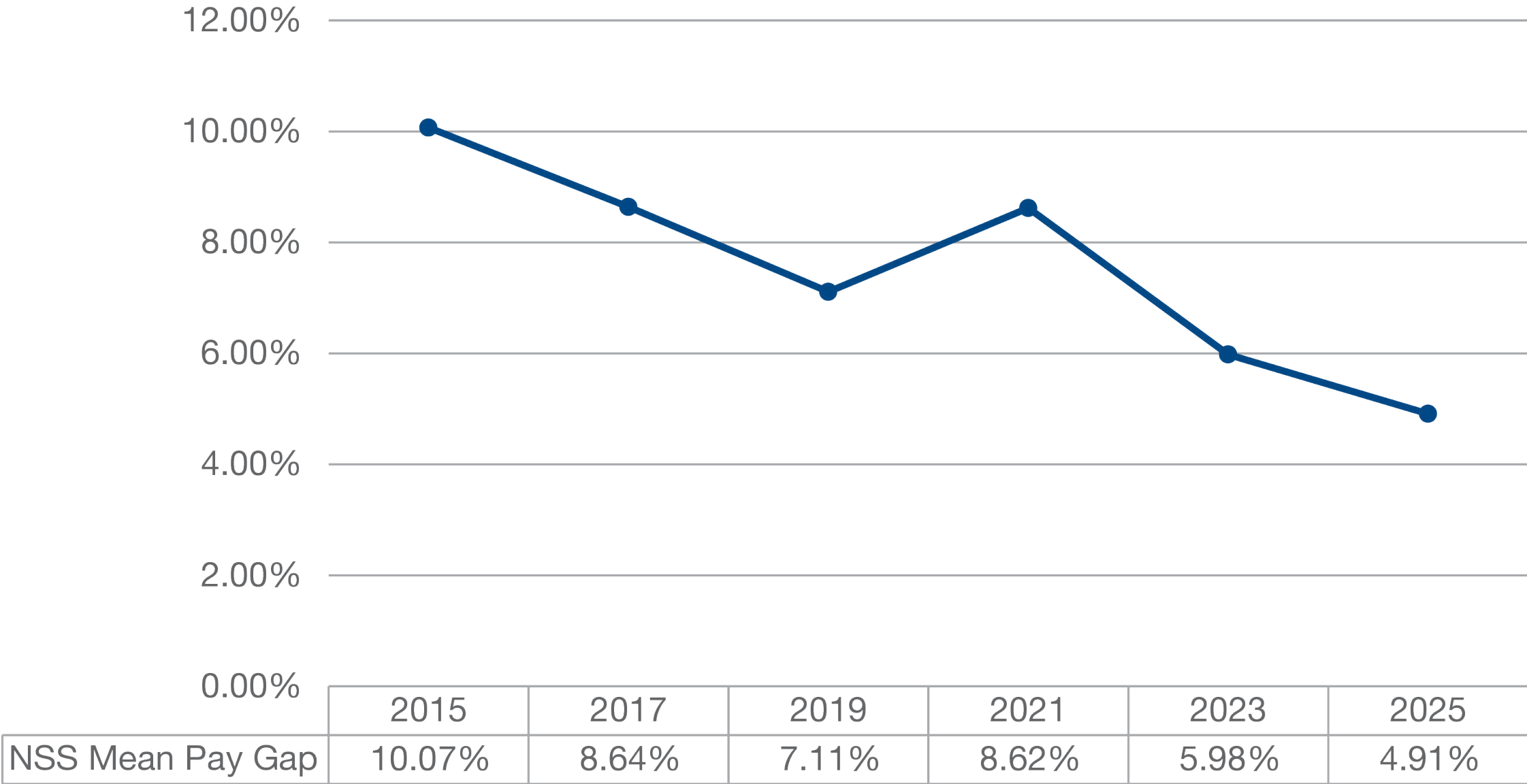
	2025 Mean Hourly Rate	2025 Median Hourly rate
Male (1,334 employees)	£24.78	£23.40
Female (2,105 employees)	£23.57	£20.60
Difference	£1.22	£2.81
% Pay Gap*	4.91%	12%

*Please Note - The pay gap presented, in this table, is the monetary or percentage difference in the mean or median hourly rates of pay, expressed as a percentage of the male hourly rate.

3.2 Whilst approximately two thirds of the overall NSS headcount is female, the mean pay gap (pertaining to sex) continues to be in favour of male employees by 4.91%. This does however demonstrate a reduction in the pay gap since 2023, falling by 1.07% over the last two years, and at 4.91% is the lowest overall pay gap achieved by NSS over the past 10 years.

3.3 The graph below highlights the movement in the NSS mean pay gap, since 2015.

Figure 2: Overall NSS gender pay gap - 2015 to 2025



Section 4 – Mean and median pay gap data by contract grouping

4.1 NSS staff are employed under 3 distinct contract groupings - **Agenda for Change (AFC)**, **Executive Level and Senior Managers (EL/SM)** and **Medical and Dental (M&D)** - each with their individual pay scales and terms and conditions of employment.

4.2 The following tables provide the mean and median pay gap data, split by sex, for each of the three contract groupings.

Figures 3: Agenda for Change pay gap

	2025 Mean Hourly Rate	2025 Median Hourly rate
Male (1,300 Employees)	£24.00	£21.60
Female (2,061 Employees)	£22.89	£20.60
Difference	£1.11	£1.00
% Pay Gap*	4.63%	4.64%

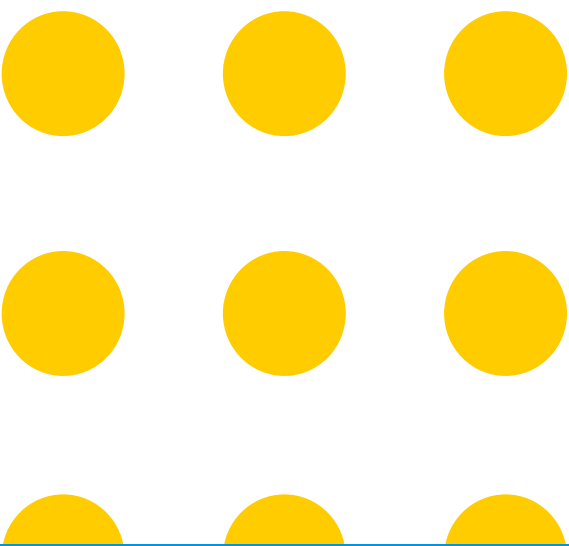


Figure 4: Executive Level and Senior Manager pay gap

	2025 Mean Hourly Rate	2025 Median Hourly rate
Male (11 employees)	£56.78	£57.49
Female (6 employees)	£62.27	£60.33
Difference	- £5.49	- £2.84
% Pay Gap	- 9.66%	- 4.93%

Figures 5: Medical and Dental pay gap:

	2025 Mean Hourly Rate	2025 Median Hourly rate
Male (23 employees)	£53.51	£57.14
Female (38 employees)	£54.08	£56.36
Difference	- £0.57	£0.78
% Pay Gap	- 1.06%	1.36%

Please Note - The pay gap presented, in the above tables, is the monetary or percentage difference in the mean or median hourly rates of pay, expressed as a percentage of the male hourly rate.

4.3 The majority of NSS staff (97.73%) sit within the **Agenda for Change (AFC)** contract grouping, consisting of 1300 males and 2061 females.

4.4 Although minor changes to headcount can be noted since the last reporting period, females remain the prevalent sex at 61.32% of the overall headcount across the AFC pay bands.

4.5 Despite this greater female headcount, a mean pay gap of 4.63% in favour of males is noted for 2025. This is a reduction in AFC pay gap since 2023 (down by 1.68% from 6.31%) and highlights a continued reduction since 2021.

4.6 Analysis of the data notes that across the AFC contract grouping, the greatest proportion of males and females can be found in posts at Bands 3 and 7 of which there are proportionately more females than males at both banding levels (433 females and 357 males at Band 3 and 373 females and 250 males at Band 7).

4.7 The data also indicates a higher turnover of females since the last reporting period, in comparison to males.

4.8 Staff employed under AFC terms and conditions are recruited into a post with a confirmed AFC pay band which has been assigned through the application of the NHS Job Evaluation Scheme. The evaluation is undertaken by a trained panel of evaluators and is based on the skills, responsibilities of the individual post. As such, all employees aligned to the same post/job description will be paid, regardless of sex, according to the evaluated band outcome for the post.

4.9 It is important to note that each AFC pay band consists of a number of incremental points. In line with AFC terms and conditions, each employee will generally either:

- Commence in post at the minimum of the pay scale, or
- In the case of promotion, commence on the first available point on the scale that will afford the employee a salary increase.

4.10 Thereafter, incremental progression applies on an annual basis in line with nationally agreed pay scales.

- This means that commencing salary placement (in line with terms and conditions), length of service in grade, and timing of each employee's yearly incremental date will have a direct influence the pay gap for this contract grouping. Note, previous salary placement/service would be considered for employees retiring and returning to similar roles.

4.11 The smallest contract grouping within NSS comprises of staff employed on **Executive Level and Senior Management (EL/SM)** terms and conditions, accounting for 0.49% of the workforce. The mean pay gap for this contract grouping is that of 9.66% in favour of females. This is a noticeable increase over the last two years, rising by 6.5% since 2023.

4.12 Analysis of the data confirms a slight change in male and female headcount over the last two years, for this grouping, changing from nine males and seven females (in 2023) to 11 males and six females (in 2025).

4.13 Although there continues to be a higher number of males within this grouping, a greater proportion of the female headcount can be found on higher EL/SM grades compared to their male comparators. In addition, length of service in grade of the female headcount (given the recruitment across the male cohort) has also influenced the EL/SM pay gap result achieved for 2025.

4.14 It should be noted that grades of posts in the Executive Level and Senior Management (EL/SM) grouping, within NHS Scotland, are determined by a National Evaluation Committee which evaluates posts in line with the Hay Evaluation system.

4.15 In contrast to the AFC contract grouping, Executive Level grades have a salary range, with no defined incremental points.

4.16 Salary progression within the minima and maxima salary range of each EL/SM grade is based on the employee's annual performance rating which is determined through the appraisal process. Dependent on the performance rating, a percentage salary uplift is applied within the salary range of the grade.

4.17 This means that starting salary placement (in line with terms and conditions), length of service in grade and performance related pay progression (within the applicable grade salary range) will influence the pay gap for this contract grouping.

4.18 The **Medical and Dental (M&D)** cohort, consisting of such posts as Consultants and Specialty Doctors, shows a mean pay gap of 1.06% in favour of females. This is a noticeable change in pay gap result since the last reporting period swinging from 3.41% in favour of males, in 2023.

4.19 Analysis of the data notes that overall headcount has increased over the last two years, rising from 56 to 61 employees, with females remaining the prevalent sex at 62.30% of the overall headcount.

4.20 A level of staff turnover, across this contract grouping, is also evident since the last reporting period.

4.21 Whilst the number of female leavers and joiners remains relatively equal in value at nine and 10 respectively, for every male leaver, three new male joiners have been appointed (12 employees in total). Additionally, since the last reporting period a small number of long-standing male Consultants (posts which attract a higher salary to that of Specialty Doctor) have left employment with NSS.

4.22 This would suggest that starting salary placement of new male appointees and the exit of the noted long-standing male Consultants has had a bearing on the pay gap result for this contract grouping.

4.23 M&D job descriptions are written locally within the employing Board and independently reviewed by an External Advisor (a specialist within the applicable medical or dental field).

4.24 M&D staff progress incrementally on their pay scales, in a similar way to that of AFC staff.

4.25 M&D terms and conditions note that starting salary placement is either:

- At the minimum of the pay scale, or
- Higher, where relevant experience to the appointing post is evidenced.

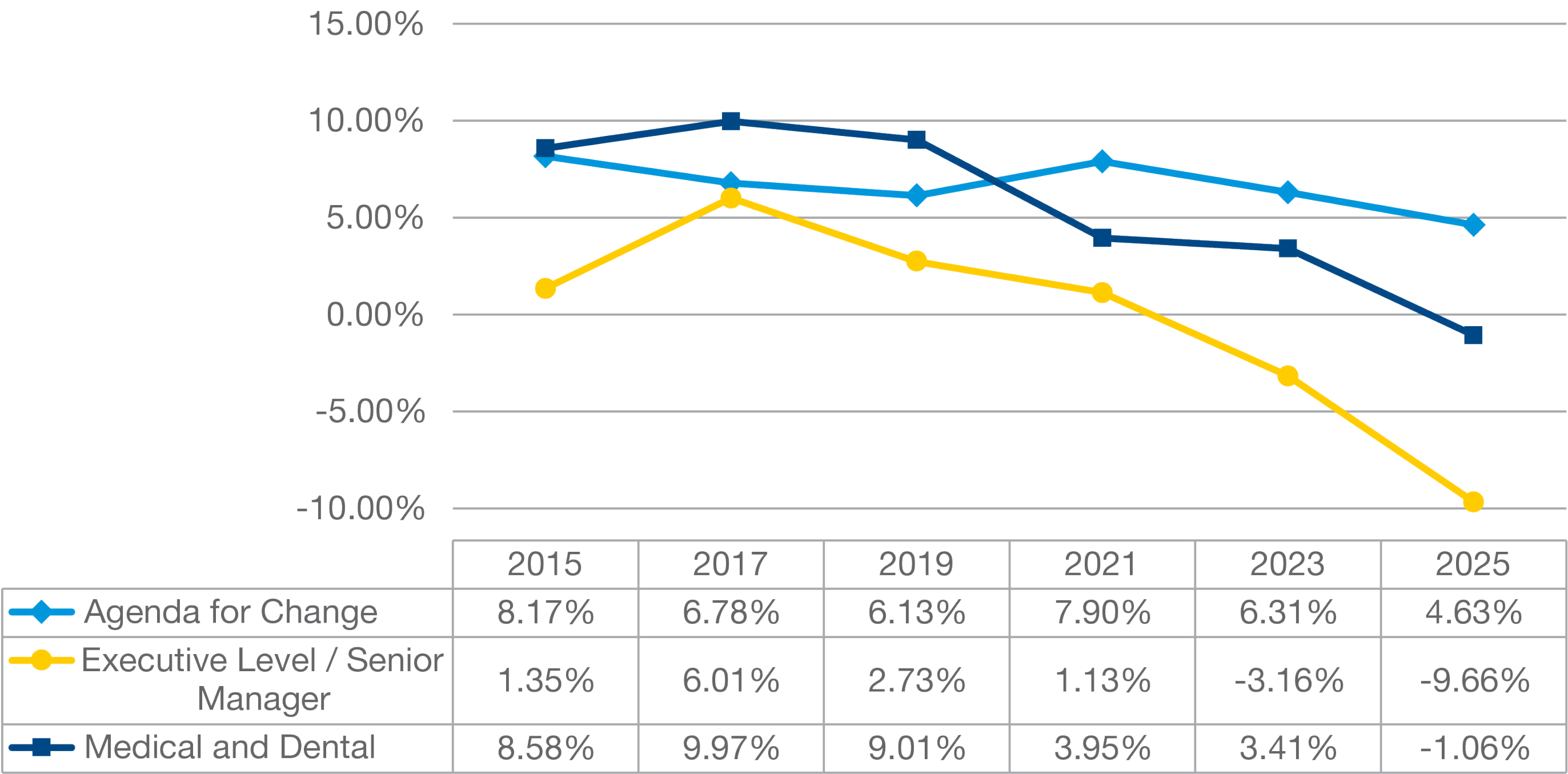
4.26 Thereafter, incremental progression applies on an annual basis in line with nationally agreed pay scales.



4.27 This means that starting salary (in line with terms and conditions), length of service in grade, and timing of each employee’s yearly incremental date will influence the pay gap for this contract grouping.

4.28 The graph below provides a visual comparison of the mean pay gap for each contractual grouping, since 2015.

Figures 6: Mean pay gap by contract grouping – 2015 to 2025



Please Note - The pay gap presented, in this table, is the monetary or percentage difference in the mean or median hourly rates of pay, expressed as a percentage of the male hourly rate.



Section 5 – Mean and median pay gap data by pay quartile

5.1 This section of the report provides data on the proportion of males and females within each pay quartile across all contract groupings.

5.2 Within the following table, details are provided on the percentage of males and females and the mean and median hourly rates of pay for each pay quartile (Lower, Lower Middle, Upper Middle and Upper).

5.3 Please Note: Due to the numbers of staff on each recognised salary point, there will be some overlapping of salaries from one quartile to the next.



Figures 7: Pay gap data in lower pay quartile

Lower quartile (AFC Band 2- 3)	Female	Male
Number of Employees	474 employees	385 employees
% of headcount in quartile	55.18%	44.82%
Mean hourly rate	£14.69	£14.67
Median hourly rate	£15.03	£15.03

Figures 8: Pay gap data in lower middle pay quartile

Lower middle pay quartile (AFC Band 3-6)	Female	Male
Number of Employees	623 employees	237 employees
% of headcount in quartile	72.44%	27.56%
Mean hourly rate	£18.02	£17.91
Median hourly rate	£17.66	£16.53

Figures 9: Pay gap data in upper middle pay quartile

Upper middle pay quartile (AFC Band 7-8)	Female	Male
Number of Employees	551 employees	309 employees
% of headcount in quartile	64.07%	35.93%
Mean hourly rate	£25.47	£25.83
Median hourly rate	£25.29	£25.29

Figures 10: Pay gap data in upper pay quartile

Upper pay quartile (AFC Band 7 and above, M&D, EL/SM)	Female	Male
Number of Employees	457 employees	403 employees
% of headcount in quartile	53.14%	46.86%
Mean hourly rate	£38.05	£37.68
Median hourly rate	£33.64	£33.64

5.4 Overall, female **headcount** across all four quartiles remains noticeably higher than that of their male comparators.

5.5 The Lower, Lower Middle and Upper Middle quartiles consist solely of employees within the AFC **contract grouping**.

5.6 The **Lower quartile** specifically encompass employees in posts at AFC Bands 2 and 3. Examples of posts fulfilled at this banding level include: Facilities Assistants, Biomedical Support Workers, Customer Service Advisors and Warehouse Operatives.

5.7 This quartile, consisting of 474 females and 385 males, presents a mean pay gap of 0.10% in favour of females. This is a minor reduction since the last reporting period, falling from 1.01% in 2023.

5.8 Analysis of the data confirms that, although 70% of both the male and female headcounts receive the highest hourly rate of pay for this quartile, more males than females (3.12% compared to 1.69%) can be found on the lowest.

5.9 The **Lower Middle quartile** encompass employees in posts at AFC Bands 3 to 6. Examples of posts fulfilled at this banding level include: Junior Support Technicians, Commodity Specialists, Donor Carers, Project Support Officers and Healthcare Scientists.



5.10 This quartile, consisting of 623 females and 237 males, presents a mean pay gap of 0.64% in favour of females. This is a noticeable reduction since 2023, falling by 4.9% over the last two years.

5.11 Analysis of the data notes that, although a relatively equal number of males and females can be found on the lowest hourly rate of pay for this quartile (11.29% and 10.11% respectively) more females (37.24% compared to 34.60% of males) are receiving an hour rate at the top of the pay range for this quartile.

5.12 The **Upper Middle quartile** encompasses employees in posts at AFC Bands 6 and 7. Examples of posts fulfilled at this banding level include: Biomedical Scientists, Business Analysts, Principal Engineers and Service Managers.

5.13 This quartile, consisting of 551 females and 309 males, presents a mean pay gap of 1.40% in favour of males. This is a noticeable change from the pay gap result in 2023, moving from 4.59% in favour of females since the last reporting period.

5.14 Analysis of the data notes that, although a relatively equal number of males and females (57.93% and 53.36% respectively) can be found in a Band 7 post, proportionately more males than females within this quartile (22.65% of males compared to 17.24% of females) are currently receiving the highest hourly rate as applicable for this banding.

5.15 The **Upper quartile** encompasses employees in posts at AFC Bands 7 and above as well as EL/SM and M&D grades. Examples of posts fulfilled at this banding level include: Project Managers, Research Scientists, Programme Leads, Senior Engineers, Directors and Consultants.

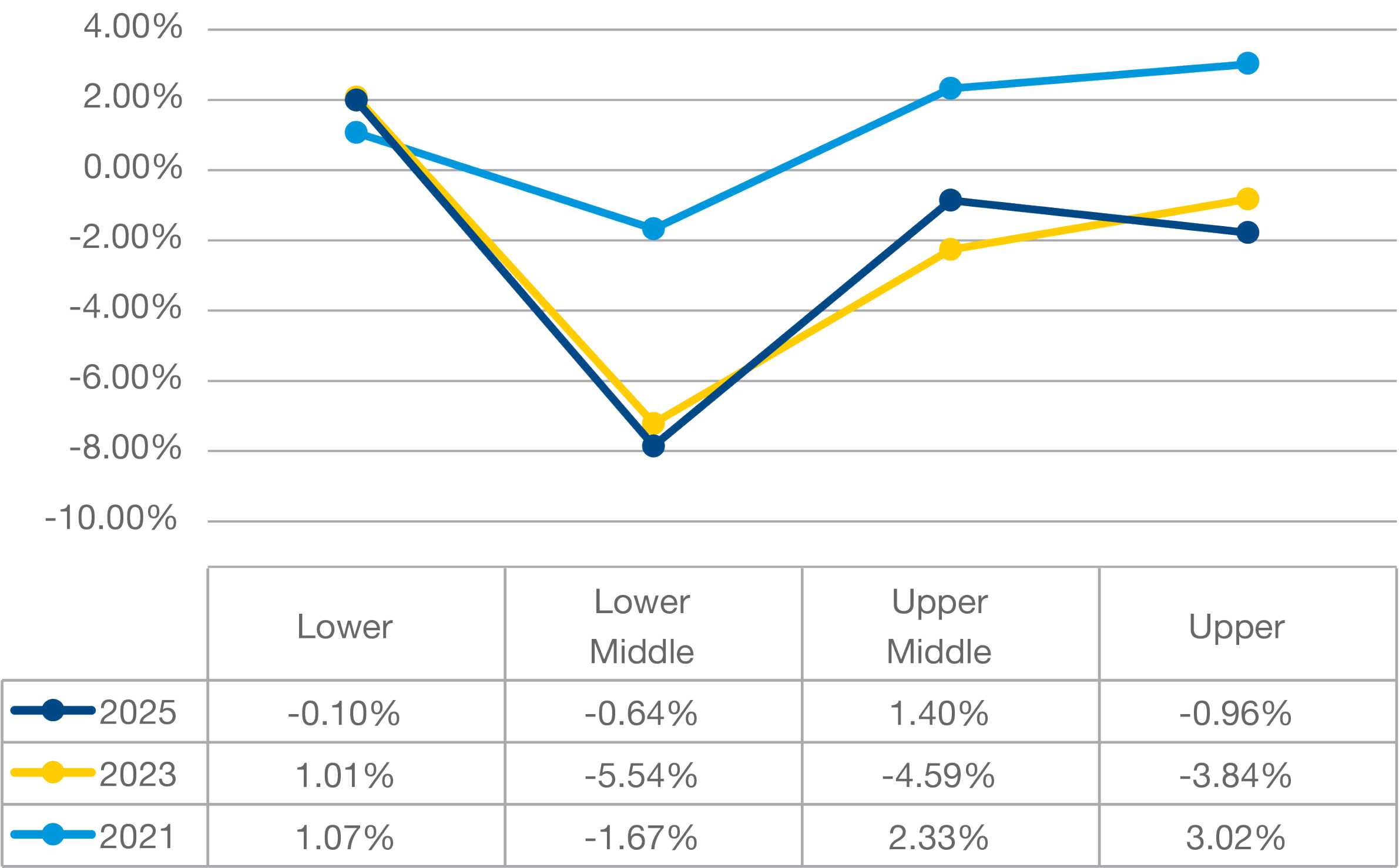
5.16 This quartile, consisting of 457 females and 403 males, presents a mean pay gap of 0.96% in favour of females. This is a reduction in the pay gap over the last two years, falling by 2.88% since 2023.

5.17 Analysis of the data notes that 17% of both the male and female headcounts are receiving the lowest hourly rate for this quartile, that of £29.41 per hour. In contrast, more females (5.25% compared to 4.21% of males) are receiving the highest hourly rates of pay (£60.85 to £76.66) for this quartile.



5.18 The graph below provides a visual comparison of the mean pay gap for each quartile, since 2021.

Figures 11: Mean pay gap by quartile – 2021 to 2025



Please Note - The pay gap presented, in this table, is the monetary or percentage difference in the mean or median hourly rates of pay, expressed as a percentage of the male hourly rate.



Section 6 – Mean and median pay gap data by ethnic group

- 6.1** The NSS Ethnicity Profile splits employees into ethnicity groupings as defined on the NHS Scotland national workforce system (eESS).
- 6.2** A record of the 2025 NSS Ethnicity Profile can be found in the following table. The table contains headcount information alongside the mean and median hourly rates of pay for each ethnic grouping.
- 6.3** This data is based on 2,947 responses, from a maximum workforce headcount of 3,439.
- 6.4** No data is recorded for 492 employees. This is either because the employee has selected the ‘prefer not to answer’ option or no information was given. This equates for 14.31% of the overall NSS workforce.

Figures 12: Pay gap by ethnic group

Ethnic Group	Total	Mean hourly rate of pay	Median hourly rate of pay
African Scottish or African British	34	£22.83	£25.21
African other	13	£16.42	£13.93
Arab, Arab Scottish or Arab British	15	£24.10	£21.60
Asian – other	22	£25.40	£23.40
Bangladeshi	*	£24.61	£16.42
Caribbean or Black – Black, Black Scottish or Black British	*	£31.18	£17.66
Caribbean or Black – Caribbean, Caribbean Scottish or Caribbean British	*	£31.53	£31.53
Caribbean or Black - Other	*	£13.87	£13.87
Chinese	15	£19.90	£20.69

Ethnic Group	Total	Mean hourly rate of pay	Median hourly rate of pay
Indian	35	£24.65	£25.21
Pakistani	25	£22.32	£25.21
Mixed background	28	£27.62	£25.25
Other Ethnic Group	14	£26.95	£25.25
White – Gypsy Traveller	*	£36.84	£26.25
White Irish	25	£29.39	£26.25
White Other	130	£23.14	£20.69
White British	240	£28.03	£25.29
White Polish	38	£16.78	£14.48
White Scottish	2,301	£23.90	£20.69
Preferred not to answer or No information provided	492		
Total NSS Headcount	3,439		

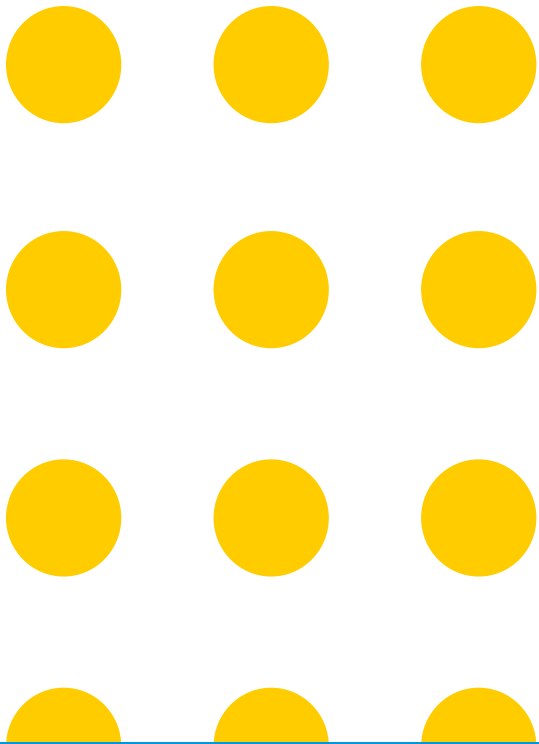
* = number of employees less than 5

6.5 Over the last two years, White Scottish has remained the **dominant ethnic grouping**, accounting for 78.08% of the NSS Ethnicity Profile in 2025. This has remained relatively unchanged since 2023, at which point White Scottish accounted for 78.94% of the Ethnicity Profile.

6.6 Staff within the White Scottish grouping can be found across all 3 contract groupings but most predominantly in receipt of an **AFC contract**, for posts at Bands 3 or 7 (a headcount of 574 and 418 respectively).

6.7 This variation in salary level and slightly higher weighting at the lower end of the salary range has influence the mean or average hourly rate of pay for this ethnic grouping, that of £23.90 for 2025. This is a increase in the average hourly rate pay since 2023, at which point in time it was £19.34.

6.8 The **highest average hourly rate of pay** can be found in the White – Gypsy Traveller ethnic grouping, at £36.84.

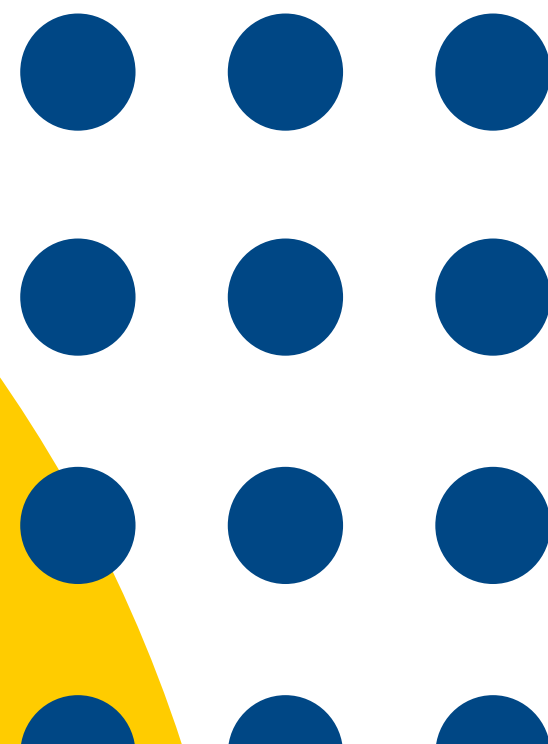
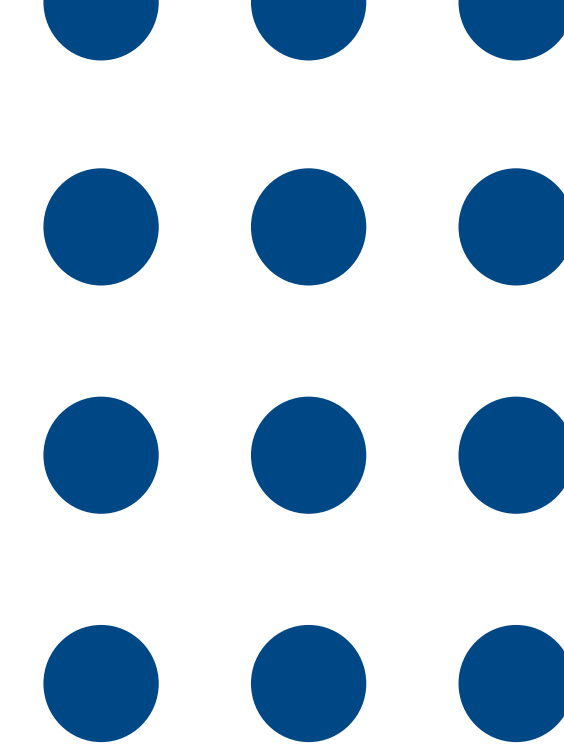


6.9 Further analysis of the data for this grouping confirms a much smaller headcount of staff over which the average hourly rate is determined and a cohort that is in receipt of higher banded AFC contracts which attract a higher salary than the average employee within the White Scottish grouping.

6.10 Apart from White Scottish, White British and Caribbean or Black, **the headcount of all other ethnicities** (as listed in the above table) has either remained fixed or has increased over the last two years.

6.11 Additionally, since the last reporting period, all average hourly rates of pay have increased for each ethnic grouping. The only exception to this is White – Gypsy Traveller where staff turnover and variation in the range of AFC banded posts within this grouping has resulted in a decrease in the mean hourly rate of pay.

6.12 Regardless of ethnicity, it is of noted that all NSS employees in the same post are paid according to the band for that post, which has been graded/evaluated according to the skills and responsibility requirements of the role. Contractual terms and conditions have also been applied consistently for all staff within this grouping, including new start salary placement, promotion rules, incremental progression and retire/return placement. As such, any variations in the average basic hourly rate is being influenced by starting salary placement (in line with terms and conditions), length of service at a particular grade, and the timing of each employee's incremental date.





Section 7 – Mean and median pay gap data by disability grouping

7.1 The NSS Disability Profile splits employees into two separate groupings, that of:

- **Employees who have disclosed that they have a disability**
- **Employees who have disclosed that they do not have a disability**

7.2 The table below contains headcount information alongside the mean and median hourly rates of pay and mean pay gap.

7.3 This data is based on 2,941 responses, from a maximum workforce headcount of 3,439.

7.4 No data relating to disability disclosure is recorded for 498 employees. This is either because the employee has selected the ‘prefer not to answer’ option or no information was given. This group equates to 14.48% of the total NSS workforce and an increase of 106 employees since 2023.

Figures 13: Disability pay gap

Disability	NSS Workforce Total Headcount	NSS Workforce Total %	Mean hourly rate of pay	Median hourly rate of pay
Employees who have disclosed that they have a disability	148	4.30%	£22.68	£20.60
Employees who do not have a disability	2,793	81.22%	£24.32	£21.60

Total employees = 2941

Mean NSS disability pay gap = 6.84%

Please Note - The pay gap presented, in the above table, is the monetary or percentage difference in the mean or median hourly rates of pay, expressed as a percentage of the male hourly rate.

7.5 The table above confirms that 4.30% of the NSS workforce have **disclosed they have a disability**. This remains relatively unchanged since the last reporting cycle, falling by 0.02%, since 2023.

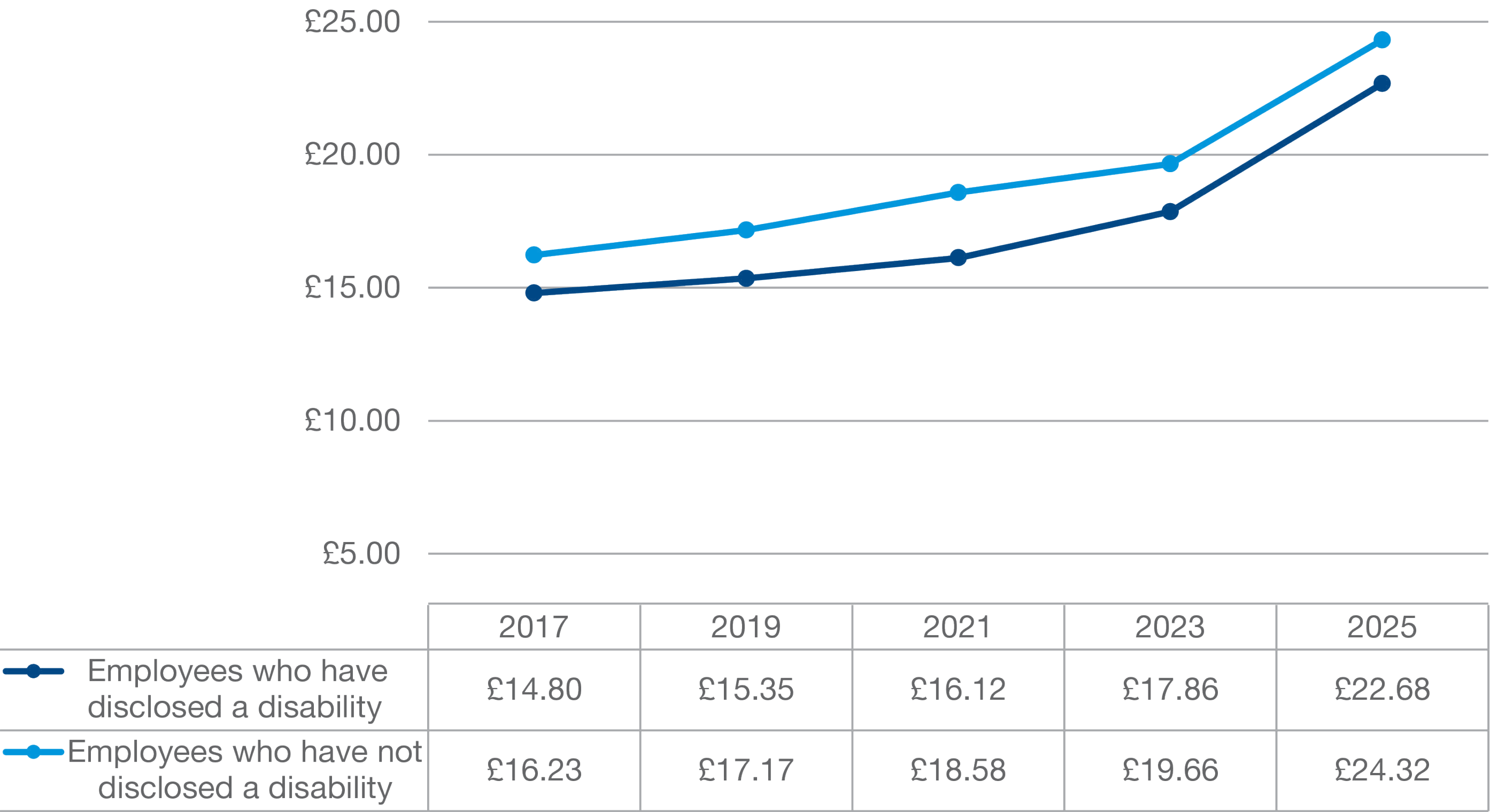
7.6 Staff who have disclosed a disability can be found across all 3 contract groupings but most predominantly in receipt of an **AFC contract**, for posts at Band 3 (a headcount of 36).

7.7 The **mean or average hourly rate of pay** for 2025 remains lower for those who have disclosed a disability, at £22.68. This is however an increase of £5.00 per hour over the last two years, with the pay gap falling by 3.25% (from 10.09% to 6.84%) since 2023.

7.8 Regardless of any disclosed disability, it is of note that all NSS employees in the same post are be paid according to the banding for that post – which has been graded/evaluated according to the skills and responsibility requirements of the role. Contractual terms and conditions have also been applied consistently for all staff within this grouping, including new start salary placement, promotion rules and incremental progression. As such, any variations in the average basic hourly rate are being greatly influenced by starting salary placement (in line with terms and conditions), length of service at a particular grade, and the timing of each employee’s incremental date.

7.9 The following graph illustrates changes in the average hourly rate of pay for both groups since 2017.

Figures 14: Average hourly rates of pay – 2017 to 2025





Section 8 – Conclusion

The common factors relating to Equal Pay are predominately linked to:

- starting salary placement,
- length of service, and
- incremental pay progression, across all staff groups.

A positive reduction in the **NSS mean pay gap** (pertaining to sex) has been identified in 2025, falling by 1.07% since 2023 and, at 4.91%, is the lowest pay gap percentage achieved by NSS over the past 10 years.

Variation in the mean pay gap results for 2025 is evident across the **three contract groupings** – that of AFC, EL/SM and M&D.

- The AFC mean pay gap (in favour of males) has fallen from 6.31% in 2023 to 4.63%.
- The EL/SM mean pay gap (in favour of females) has increase by 6.5% over the same reporting period, rising to 9.66%. Longer service in grade and headcount on higher EL/SM grades (across the female cohort) has had a bearing on this pay gap result, in 2025, and
- The M&D mean pay gap has moved from 3.41% in favour of males, in 2023 to 1.06% in favour of females in 2025. Staff turnover within this cohort has directly impacted this result.

With regards to **ethnicity**, White Scottish remain the dominant ethnic grouping, accounting for 78.08% of the NSS Ethnicity Profile.

And, with regards to **disability**, a mean pay gap of 6.64% (in favour of those employees who have disclosed that they do not have a disability) has been identified for 2025. This continues to present a positive reduction in the disability pay gap, falling by 6.4% overall, since 2021. Whilst the number of employees disclosing that they have a disability remains relatively unchanged since the last reporting period, falling only by 0.02% since 2023, 498 employees (14.48% of the total NSS workforce) opted not to disclose this information to the employer. This is an increase of 109 employees over the noted reporting period.

Please be advised:

The findings from the (2025) NSS Pay Gap Report will be considered by the Staff Governance Committee, with any agreed actions to be agreed in cognisance of the ‘Great Place to Work Plan’.

The impact of Retire and Returning will continue to be monitored.

Follow-up analysis will be undertaken regarding flexible working and exit interviews in relation to equalities information.

A review of Senior AFC, EL/SM and M&D recruitment processes will be considered.

And, with reference to the Equalities Outcomes Progress Report, work will be taken forward with the organisation’s Equality Networks, in developing a plan to encourage staff to disclose and maintain equalities information.

Appendix 1 - NSS Equal Pay Statement

This statement has been agreed in partnership and will be reviewed on a regular basis by the NHS National Services Scotland (NSS) Partnership Forum and Staff Governance Committee.

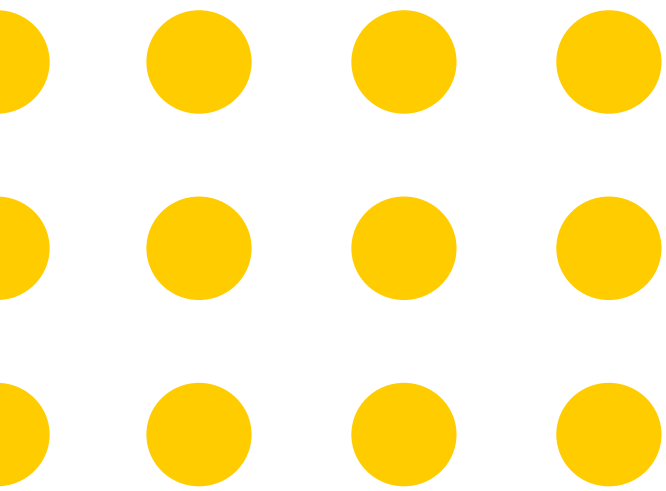
NSS is committed to the principles of equality of opportunity in employment and believes that staff should receive equal pay for the same or broadly similar work, or work rated as equivalent and for work of equal value, regardless of age, disability, ethnicity or race, gender reassignment, marital or civil partnership status, pregnancy, political beliefs, religion or belief, sex or sexual orientation.

NSS understands that the right to equal pay between women and men is a legal right under both domestic and European law. In addition, the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 requires NSS to publish pay gap information on a bi-annual basis. NSS must also publish information on occupational segregation within its workforce, being the concentration of women and men, persons who are disabled and those who are not, and persons who fall into a minority racial group and persons who do not, in particular grades and in particular occupations.

It is good practice and reflects the values of NSS that pay is awarded fairly and equitably.

NSS recognises that in order to achieve equal pay for employees doing the same or broadly similar work, work rated as equivalent, or work of equal value, it should operate pay systems which are transparent, based on objective criteria and free from unlawful bias.

NSS also recognises underlying drivers of pay inequality, including occupational segregation, inequality of unpaid care between men and women, lack of flexible working opportunities, and traditional social attitudes, and will take steps within its remit to address those factors in ways that achieve the aims of the NHSScotland Staff Governance Standard and the Equality Duty.





In line with the General Duty of the Equality Act 2010, NSS objectives are to:

- Eliminate unfair, unjust or unlawful practices and other discrimination that impact on pay equality
- Promote equality of opportunity and the principles of equal pay throughout the workforce
- Promote good relations between people sharing different protected characteristics in the implementation of equal pay

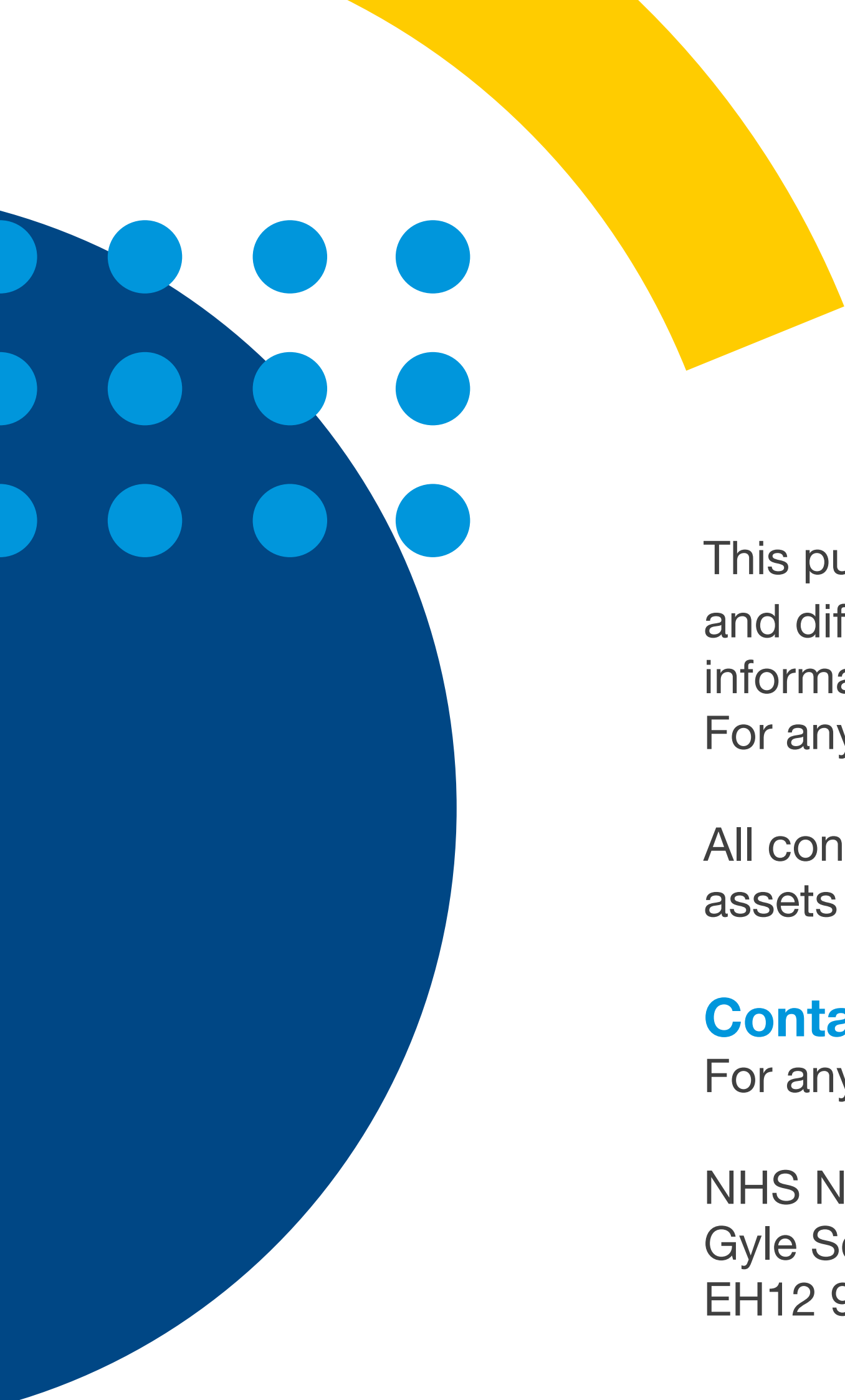
NSS will:

- On an annual basis, through the NSS Staff Governance Committee, review and monitor this policy statement and action points detailed below
- Ensure there are communication systems in place to inform employees on how pay practices work and how their own pay is determined. Included will be information about what policies exist to deal with any concerns about their pay
- Ensure that all managers and those involved in making decisions about pay, benefits and grading decisions are provided with training, policies and guidance to enable consistent and fair practice
- Continuously monitor our existing and future pay practices for all our employees, including part-time workers, those on fixed term contracts or contracts of unspecified duration, and those on pregnancy, maternity or other authorised leave
- Undertake regular monitoring of the impact of our practices in line with the requirements of the Equality Act 2010
- Ensure that equal pay is central to our commitment to fair organisational change, and that the outcomes for staff in relation to equal pay and occupational segregation are monitored
- Develop and implement a planned programme of equal pay reviews in line with Equality and Human Rights Commission guidance which will be developed in partnership with Trade Unions and Professional organisations

Responsibility for implementing this policy is held by the NSS Chief Executive.

NSS takes matters of equal pay, equality and inclusion seriously. It is committed to the principles of equality, diversity and human rights in employment and aims to ensure that all members of staff are treated fairly and consistently; in accordance with the NSS Staff Governance Standard, employment legislation and best practice.

If a member of staff wishes to raise a concern, they should do so informally in the first instance with their Line Manager. If the issue is not resolved informally, staff can use the NHS Scotland Workforce Grievance Policy to formally raise their concerns.



This publication can be made available in large print, Braille (English only), audio tape and different languages. Please contact nss.equalitydiversity@nhs.scot for further information.

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