

2025 Gender Pay Report

Caledonia Housing Association



Introduction

The Caledonia Housing Association Group is one of Scotland’s leading providers of high-quality affordable homes and associated services for people in housing need; owning over 6,000 social rented homes in 8 local authority areas and factoring in excess of 2,000 properties.

Caledonia is a registered Scottish Charity and provides homes for rent and low-cost home ownership. It caters for many diverse needs, offering mainstream housing for families, couples and single people, as well as retirement and sheltered housing and other specially adapted properties, including those specifically designed for wheelchair users.

Caledonia Housing Association employed approximately **184 people (127 females, 57 males)** at the snapshot date, and therefore is not obliged to report on its gender pay gap. However, we have chosen to do so to demonstrate our commitment to recognising and addressing our Gender Pay Gap.

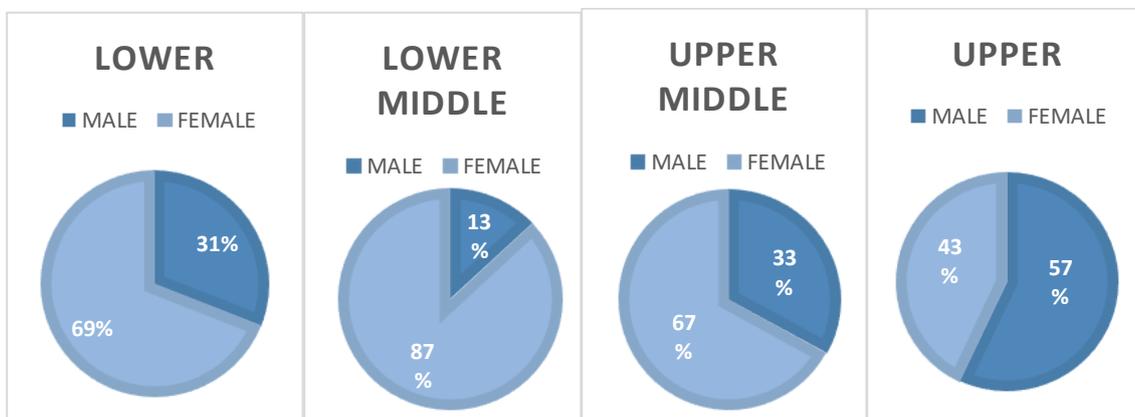
The gender pay gap shows the difference between the average (mean or median) earnings of men and women. The mean is the average and the median is the middle number when hourly rates are placed in order from lowest to highest; both calculations are expressed as a percentage of male earnings.

Our Gender Pay Gap

Our mean and median gender pay gap

	MEAN	MEDIAN
HOURLY PAY GAP	18.67%	21.57%
MALE HOURLY PAY	£24.64	£23.47
FEMALE HOURLY PAY	£20.04	£18.41

Gender Representation within each segment of the workforce



Pay and bonus pay gap

Note: No employees at Caledonia receive bonus payments.

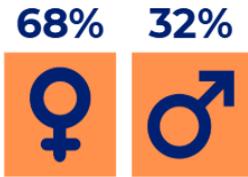
2025 Gender Pay Report

Caledonia Housing Association



Gender representation at Caledonia

The gender representation within Caledonia is 68% female and 32% male, consistent with 2023/24 CHA data. We recognise that there are actions to take to achieve, and most importantly maintain, a more even gender split, however with a high staff retention rate we expect this will happen gradually over time.



What do the results tell us?

Provisional statistics reported the UK National Median Gender Pay Gap as 12.8% in April 2025 (Office for National Statistics), down from 13.1% in April 2024 and 14.2% in April 2023. Our results in comparison to previous years are shown below.

CALEDONIA HOURLY PAY GAP	MEAN	MEDIAN
2024/25	18.67%	21.57%
2023/24	17.98%	24.20%
2022/23	20.22%	23.45%
2021/22	19.30%	20.90%

Our results demonstrate that on average men's gross hourly earnings are higher than those of women. The trend remains where, in all but the upper quartile, there are more females than males. This demonstrates that women are proportionally over-represented in lower paid roles and under-represented in the highest paid roles.

In summary, the gap reported of 18.67% is not a true reflection of the hourly rate of pay but highlights the uneven workforce split of men versus women.

Celebrating Progress

We're proud to share the following progress over the past 12 months:

- We have achieved a 50/50 gender split across all internal promotions
- We have achieved a 50/50 gender split in the make-up of our executive team, including our CEO, who is female
- Our new Heads of Service team, comprising 5 senior leaders, is 60% female

These developments reflect our strong commitment to gender equity in leadership and creating a workplace where diverse voices shape our future.

Making a Difference

We promote Work Life Balance - Work life balance is one of the highest scoring employee engagement factors at Caledonia Housing Association. We consistently review our award winning 'Agile for Everyone' framework to accommodate new ways of working, while continuing to place our tenant's needs at the heart of our decision making. Currently, 36% of colleagues work part-time, with these roles predominantly held by women (49% of females and 9% of males).

This report is based on employee data as at 5 April 2025

2025 Gender Pay Report

Caledonia Housing Association



We ensure fair and competitive pay - We are committed to equality through fair pay and are confident that men and women are paid equally for the same work. Regular external benchmarking of salaries and benefits underpins our monitoring framework, and every colleague is paid at least the Real Living Wage.

We listen to our people - We value our colleagues' voices and encourage involvement through networks such as our EDI working group, Your Voice forum, and Mental Health First Aid collective. Our EDI group has introduced new guidance and learning opportunities to support colleagues experiencing menopause and other hormonal changes.

We think long-term - We know closing the gender pay gap requires strategic, long-term focus and a multi-layered approach. That's why Equality, Diversity and Inclusion is embedded across talent attraction, induction, continuous learning, and our Strategic Workforce Planning framework.

Closing the Gap

We are committed to the following actions to encourage gender balance in the workplace:

- **Fair and Competitive Pay**
We will review salaries annually through the Group Remuneration Committee, using independent benchmarking to ensure equal and competitive pay across all roles.
- **Agile and Flexible Working**
We will continue to develop our agile working model, exploring how greater flexibility can be built into every job role to support work-life balance and productivity.
- **Strategic Workforce Planning**
We will embed a workforce planning framework that strengthens adaptability, diversity, and resilience, while taking workforce demographics and gender pay goals into account.

This will include attracting more men into operational support and retirement service roles. These roles are vital to our organisation and community, and we believe that a diverse workforce at every level strengthens our culture and impact.

- **Leadership Development for Women**
We will provide female colleagues with opportunities to progress their careers through a variety of Leadership Development Programmes.
- **Internal Mentoring and Support**
We will strengthen our internal mentoring network to help colleagues overcome barriers, build confidence, and access the guidance they need to progress their career and support internal mobility, particularly into supervisory and middle management roles.

We believe that diverse teams can help us to achieve our vision and deliver the best performance.

We are confident that as work continues on our equality, diversity and inclusion plan, our gender pay gap statistics will improve and the gaps will reduce.