



**PAY AND CONDITIONS OF SERVICE
EXECUTIVE AND SENIOR MANAGEMENT PAY UPLIFTS
FOR 2025-26 AND 2026-27**

Summary

1. This circular announces headline pay uplifts to Executive and Senior Manager pay scales as follows:

- An increase of 4.25% to all ESM pay rates from 1 April 2025.
- An increase of 3.75% to all ESM pay rates from 1 April 2026.

2. In addition to the percentage pay increase set out above, ESM staff will be eligible for consolidated pay progression within the pay ranges from 1 April 2025 and 1 April 2026, based on performance markings for 2024-25, and 2025-26 respectively. The rates to be applied will be published in due course after the relevant National Performance Management Committee process is complete.

3. These pay arrangements are mandatory for all staff in the Executive and Senior Management cohorts in NHS Scotland territorial and special NHS Boards.

Action

4. Chairs and Chief Executives should ensure that:

- the terms of the Direction and Schedule 1 are actioned in their employing authority; and
- this letter is copied to their Local Partnership Forum for information.

5. This letter can be viewed online at:
<https://www.publications.scot.nhs.uk>.

Yours sincerely

JANE HAMILTON
Deputy Director
Health Workforce: Culture, Pay and Partnership Division

9 December 2025

Addressees

For action

Chairs,
Chief Executives,
Directors of Finance,
Directors of Human Resources:
NHS Boards and Special Health
Boards, NHS National Services
Scotland (Common Services
Agency) and Healthcare
Improvement Scotland

For information

Members of the NHS Scotland
Scottish Partnership Forum

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The Scottish Government
Health Workforce
Culture, Pay and Partnership Division



Scottish Government
Riaghaltas na h-Alba
gov.scot

NATIONAL HEALTH SERVICE (SCOTLAND)

**EXECUTIVE AND SENIOR MANAGEMENT GRADES (REMUNERATION AND
CONDITIONS OF SERVICE DIRECTION)**

1. Scottish Ministers, in exercise of the powers conferred on them by Section 105(7) of, and paragraph 5, of Schedule 1, paragraph 7 of Schedule 5 and paragraph 6(1) of Schedule 7A to the National Health Service (Scotland) Act 1978 (as amended) hereby give the following Direction.
2. This Direction may be cited as the “Executive and Senior Management Grades (Remuneration and Conditions of Service Direction) 2025”, and is given to all NHS Scotland territorial and special NHS Boards.
3. All Boards should apply the provisions detailed in Schedule 1 to this Direction.



JANE HAMILTON
Deputy Director
Health Workforce: Culture, Pay
and Partnership Division
9 December 2025

SCHEDULE 1

EXECUTIVE AND SENIOR MANAGEMENT COHORTS PAY ARRANGEMENTS 2025-26

Pay Ranges

1. The minima and maxima of pay ranges A to I are uplifted by 4.25%. The pay ranges applying from 1 April 2025 are given below.

Pay Ranges Effective from 1 April 2025		
Grade	Pay Range Minima	Pay Range Maxima
A	£62,104	£82,722
B	£70,686	£93,957
C	£80,146	£104,001
D	£89,753	£114,984
E	£101,104	£130,178
F	£111,501	£147,614
G	£126,180	£167,620
H	£143,026	£190,577
I	£162,356	£216,921

Basic Award

2. All staff will receive a percentage uplift of 4.25%, unless performance is rated as unacceptable, in which case no increase is payable.

Staff on Protection

3. Employees on personal protection who were at their maximum personal salary as at 1 April 2025 are eligible for a 4.25% increase of their current salary from that date. Unless their performance is rated “unacceptable”, in which case no increase is payable.

4. Employees on personal protection who were not at their maximum personal salary as at 1 April 2025 should have the value of their maximum personal salary increased by 4.25%. Performance related pay progression should be applied in accordance with further guidance to be published, subject to maximum personal salaries not being exceeded.

Consolidated Performance Related Pay

5. In addition to the percentage pay increase set out above, ESM staff will be eligible for consolidated pay progression within the pay ranges from 1 April 2025, based on performance markings for 2024-25. The rates to be applied will be published in due course after the relevant National Performance Management Committee process is complete.

EXECUTIVE AND SENIOR MANAGEMENT COHORTS PAY ARRANGEMENTS 2026-27

Pay Ranges

6. The minima and maxima of pay ranges A to I are uplifted by 3.75%. The pay ranges applying from 1 April 2026 are given below.

Pay Ranges Effective from 1 April 2026		
Grade	Pay Range Minima	Pay Range Maxima
A	£64,433	£85,824
B	£73,336	£97,481
C	£83,152	£107,901
D	£93,119	£119,295
E	£104,895	£135,060
F	£115,682	£153,149
G	£130,912	£173,906
H	£148,389	£197,724
I	£168,444	£225,056

Basic Award

7. All staff will receive a percentage uplift of 3.75%, unless performance is rated as unacceptable, in which case no increase is payable.

Staff on Protection

8. Employees on personal protection who are at their maximum personal salary as at 1 April 2026 are eligible for a 3.75% increase of their current salary from that date. Unless their performance is rated “unacceptable”, in which case no increase is payable.

9. Employees on personal protection who are not at their maximum personal salary as at 1 April 2026 should have the value of their maximum personal salary increased by 3.75%. Performance related pay progression should be applied in accordance with further guidance to be published, subject to maximum personal salaries not being exceeded.

Consolidated Performance Related Pay

10. In addition to the percentage pay increase set out above, ESM staff will be eligible for consolidated pay progression within the pay ranges from 1 April 2026, based on performance markings for 2025-26. The rates to be applied will be published in due course after the relevant National Performance Management Committee process is complete.