



DIVERSITY PAY GAP REPORT

April 2024



Changing childhoods.
Changing lives.

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Foreword

by Lynn Perry MBE, Chief Executive, Barnardo's



Our colleagues and volunteers are the beating heart of Barnardo's – and it's imperative that our people represent the diversity of children and families we support.

It's also essential that everyone who works at Barnardo's feels they can belong, grow and thrive within the charity.

To help us achieve this, understanding, reporting, and acting on our pay gaps for our colleagues with Protected Characteristics is crucial.

Since 2019, we have been expanding our data beyond the legal requirement to report on the gender¹ pay gap, to include pay gaps for colleagues who are Black and Minoritised Ethnic², disabled³ colleagues, and colleagues who identify as LGB+⁴ (in future this will extend to LGBT+).

We have continued this expanded reporting this year, and the data shows encouraging trends – particularly in reducing our gender pay gap. Our median gap has reduced from 7.7% last year, to just over 5% this year – putting us even further ahead of the national average.

The pay gaps for disabled colleagues and colleagues who are Black and Minoritised Ethnic are in favour of those with Protected Characteristics.

However, there is still work to be done, particularly to further reduce our gender pay gap, as well as the pay gap for LGB+ colleagues – where there is a slight gap favouring heterosexual colleagues.

While we celebrate the progress we have made, we also recognise that the journey is ongoing, and there is still much more to do. This includes further work to attract, recruit and retain a diverse and representative cohort of colleagues and to build an environment where more colleagues feel able to disclose their Protected Characteristics.

One of the most significant shifts this year is the



improvement in our data integrity, thanks to the launch of our 'This is Me' campaign. The campaign encouraged colleagues to confidentially disclose their Protected Characteristics – and also to disclose if they had care experience, in line with our values, history, and commitment to providing opportunities to those who grew up in foster care and children's homes.

While the campaign launched towards the end of 2023/24 (so the impact will be greater in next year's data) it has already led to a marked increase in self-disclosure rates, further improving our data accuracy, and allowing us to make more informed decisions to close any gaps.

Looking ahead, we have a number of initiatives already on track to address these gaps, including:

- Continuing to assess our pay governance measures, to ensure our approach remains aligned with our core values.
- Introducing a biannual check on pay gaps (including deeper, and intersectional dives into our data) to enable us to more closely monitor trends, as well as to take informed action, with our primary focus being on closing our gender gap.
- Exploring the calculation of both 'adjusted' and 'non-adjusted' pay gaps, to better understand our pay gaps by factoring in variables such as job roles and directorate breakdowns.
- The introduction of 'Belonging Boards' – groups of colleagues at a directorate level, which will focus on addressing specific pay gaps and driving recruitment and progression in areas where there is underrepresentation across the charity.

However, at Barnardo's, we understand that reducing pay gaps is just one part of the broader picture in achieving equality and fairness in the workplace, and we also remain steadfast in our commitment to taking meaningful action in all areas of diversity and inclusion – from our four thriving Colleague Networks to our strategic Anti-Racism and Disability Equality Commitments.

Moving forward, we will continue to work towards our strategic objective to deliver excellent and inclusive services that meet the needs of all children and families who need us, and to create an environment where every colleague can reach their full potential, and where diversity is truly celebrated.

Thank you for your ongoing support.

Lynn Perry MBE
Chief Executive, Barnardo's

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- 1 Following current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women, and we are unable to report non-binary or other identities in this report. For the purposes of this report, we have used the terms 'gender', 'men' and 'women', although we understand that, for some people, this will be referring to their legal sex. Gender identity is often assumed from the sex assigned at birth. However, we know that sex is more complex than simply 'male' and 'female', and gender is more than 'men' and 'women'. There are many people who do not fit into these binary categories, for example some non-binary or intersex people. We are also aware that some people's gender identity does not align with their legal sex. <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/preparing-your-data#step-1-make-a-list-of-employees-to-include-and-their-gender>
2. Ethnicity: We have used Black and Minoritised Ethnic as a collective term throughout. We acknowledge that colleagues may describe themselves in diverse ways, including as Black, Brown, as 'people of colour' and/or as members of Global Majority Communities. Our commitments support all Barnardo's colleagues and service users who experience racism.
3. Disability is self-identified and is defined as any physical or mental health condition or impairment which has a substantial impact on carrying out day to day activities and has lasted 12 months or more or is likely to last 12 months or more.
4. LGB+ encompasses colleagues who identify as bisexual, gay man, gay woman/lesbian or 'something else'. We did not capture data for colleagues who are trans, prior to early 2024. However, we have now addressed this issue, are collecting data for colleagues who are trans, and should be able to do so in future reports.

Our Pay Gaps: What do we know?

Our April 2024 Diversity Pay Gap Report is our fourth year of publishing our pay gap for Black and Minoritised Ethnic colleagues, third year for disabled colleagues, and our second year for LGB+ colleagues. We have taken the opportunity to reflect directly on comparisons with the previous year, but also on our wider trends and progress.

Headlines: Diversity pay gaps 2024

Pay Gap Data trend for the last 3 reporting years			
	April 2022	April 2023	1 April 2024
Gender – Median	5.7%	↑ 7.7%	↓ 5.09%
Gender – Mean	12.3%	↑ 12.9%	↓ 12.05%
Ethnicity – Median	-6.37%	↓ -10.1%	↓ -6.85%
Ethnicity – Mean	-4.71%	↓ -5.6%	↓ -4.36%
Disability – Median	3%	↓ -3.3%	↓ -4.56%
Disability – Mean	-0.4%	↑ 0.5%	↓ -5.06%
LGB+ – Median		-1.5%	↑ 2.51%
LGB+ – Mean		-1.7%	↑ 0.98%

Explanatory note; Pay gaps are expressed as positive percentages when they are in favour of those without a Protected Characteristic (e.g. men) and are expressed as negative percentages when they are in favour of those with a Protected Characteristic (e.g. those who are Black or Minoritised Ethnic). The green arrows indicate improvements in favour of those with Protected Characteristics, and red arrows indicate where the gap has become more favourable to those without Protected Characteristics.

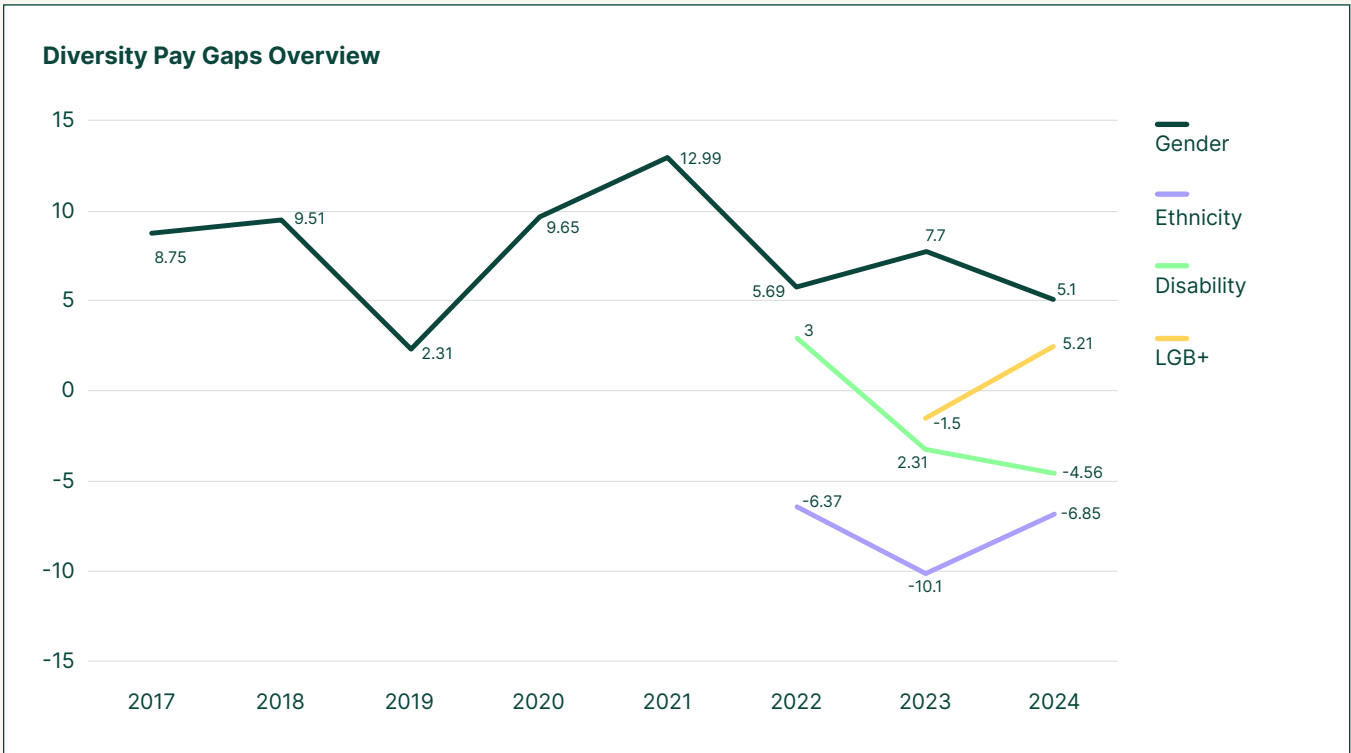
The number of colleagues captured in our reporting sample for 2024 is slightly higher in every category than in our April 2023 reporting. We believe this may reflect changes to our payroll process that took place in April 2024 and other positive factors, such as our 'This is Me' campaign, to encourage colleagues to update their Equality, Diversity and Inclusion (EDI) profile records, which led to an improvement in our data.

Our **Gender pay gap** has closed further to c.5% in April 2024 versus c.7.5% in April 2023, but remains in favour of men. This continues our downward trajectory since reporting began, with exception of the years affected by the pandemic, due to reduced sample sizes and the impact of furlough on our colleague population.

Our **Ethnicity pay gap** has reduced from c.-7% in April 2024 compared with c.-10% in April 2023 and remains in favour in Black and Minoritised Ethnic colleagues. Our **Disability pay gap** remains in favour of our disabled colleagues at -4.56%, while our **LGB+ pay gap** has

shifted to 2.51% slightly in favour of heterosexual colleagues. However, we are conscious our sample size means this reporting is open to volatility and we have limited data from previous years, limiting our ability to draw meaningful inferences. Therefore, we will be cautious about assumptions and action until we have data from more years and a clearer understanding of trends.

Overall, our headline data shows encouraging trends as shown below. While we celebrate the improvements we have made, we also recognise that the journey is ongoing.



Gender Pay Gap – What does it mean?

Gender Pay Gap Information Regulations 2017 (under The Equality Act 2010) require Barnardo's to carry out Gender Pay Reporting.⁵

This can help us to assess the levels of gender equality at the charity, the balance of male and female employees at different pay grades, and how effective we are at nurturing and rewarding talent. The gender pay gap is separate from equal pay. According to the Equality and Human Rights Commission⁶:

“...whilst both equal pay and the gender pay gap deal with the disparity of pay women receive in the workplace, they are two different issues:

1. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
2. The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.”

As an employer, failing to provide equal pay to employees is unlawful, while having a gender pay gap is not. Barnardo's is an equal pay employer. We do not engage in any practices that breach equal pay legislation. Beyond this, Barnardo's is committed to tackling and eliminating gender inequality, and all other forms of inequality.

Our gender pay gap data is calculated according to the requirements of the statutory reporting provisions, which includes gathering our Protected Characteristic data, identifying our pay period, full time relevant employees, and their ordinary pay, working hours, and any bonus payments. This means that the relevant sample is not the same as our full employee count.



⁵ Following current requirements for gender pay gap reporting, gender must be reported in a binary way, recognising only men and women, and we are unable to report non-binary or other identities in this report. For the purpose of this report, we have used the terms 'gender', 'men' and 'women', although we understand that, for some people, this will be referring to their legal sex. Gender identity is often assumed from the sex assigned at birth. However, we know that sex is more complex than simply 'male' and 'female', and gender is more than 'men' and 'women'. There are many people who do not fit into these binary categories, for example some non-binary or intersex people. We are also aware that some people's gender identity does not align with their legal sex. <https://www.gov.uk/government/publications/gender-pay-gap-reporting-guidance-for-employers/preparing-your-data#step-1-make-a-list-of-employees-to-include-and-their-gender>

⁶ <https://www.equalityhumanrights.com/guidance/equal-pay/what-difference-between-gender-pay-gap-and-equal-pay?return-url=https%3A%2F%2Fwww.equalityhumanrights.com%2Fsearch%3Fkeys%3Ddifference%2Bbetween%2Bgender%2Bpay%2Band%2Bequal%2Bpay>

Understanding our Gender Pay Gap

Median pay gap

As of April 2024, our median gender pay gap is 5.09% (down from 7.7% the previous year), in favour of men. This is well below the national average of 13.1% (ONS latest rate). The median gender pay gap is the percentage difference between the midpoints in the ranges of hourly earnings of female and male employees. These ranges are created by taking the hourly wages for employees and lining them up from lowest to highest. The middle wage in each case is then chosen for comparison.

Mean pay gap

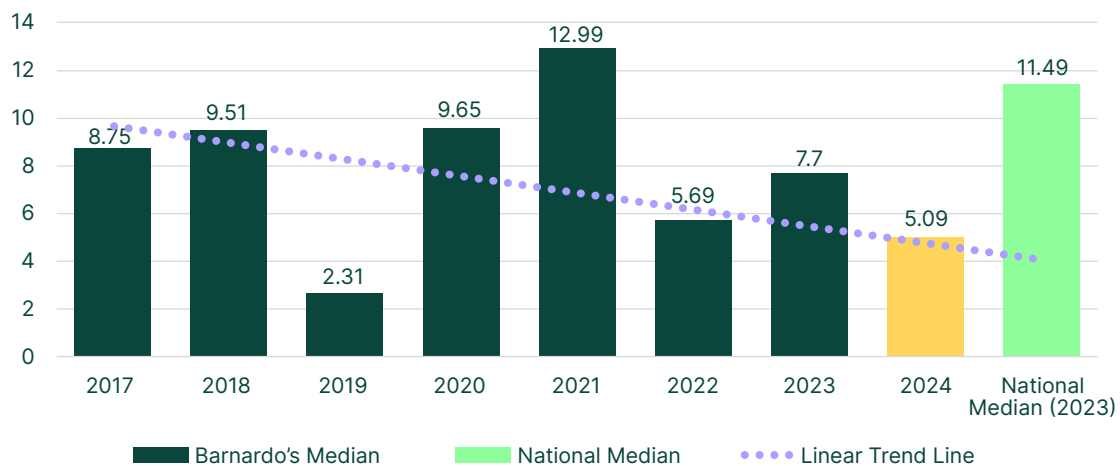
Our overall gender pay gap by mean average is 12.05% (down from 12.9% the previous year) in favour of men. The mean pay gap represents the difference between the average salaries of female and males across our total workforce. Gender pay gaps have to be calculated based on data from 1 April in any given year.

As reported last year, we put in place planned improvements in our data collection and launched our 'This is Me' data disclosure campaign in 2024. As our pay gap reporting snapshot is from April 2024, we will not have seen the full benefit of this campaign, in colleagues completing their self-disclosure of Protected Characteristics. However, we were able to see an increase in the self-disclosure rate since the launch of the confidential and secure EDI Profile set up. In addition, we have seen in our April 2024 pay gap reporting data snapshot an increase in Protected Characteristics data counts in our pay gap reporting, which we attribute to the self-disclosure campaign.

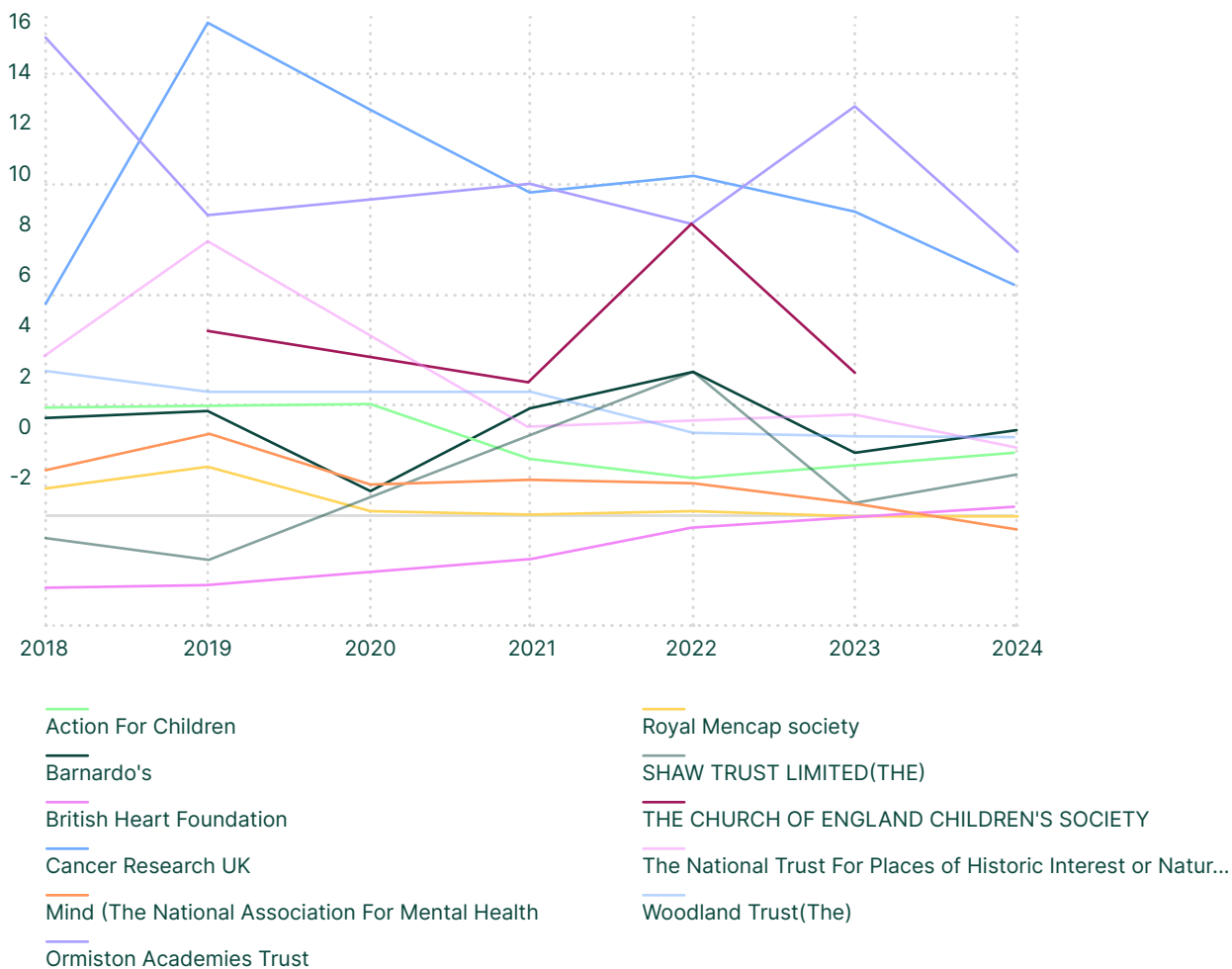
Our sample size for gender pay gap reporting purposes was significantly higher than the count taken in April 2023, as last year we had encountered some system issues which we knew would affect our reporting. The April 2024 count is close to that taken in October 2023, once the system issues had been resolved. Our gender sample size for April 2024 was 4,996 females in comparison to 969 male, showing our colleague population remains 84% women and 16% men.

This continues the trend of a downward trajectory of our gender pay gap, as shown below and moves us closer toward a zero pay gap position. In addition, we are encouraged that our position is comparable to others in the sector, based on data from the [Gender Pay Gap Service](#) but we also acknowledge there is more to do and may be able to learn from our sector peers.

How Barnardo's compares with National Gender Pay Gaps

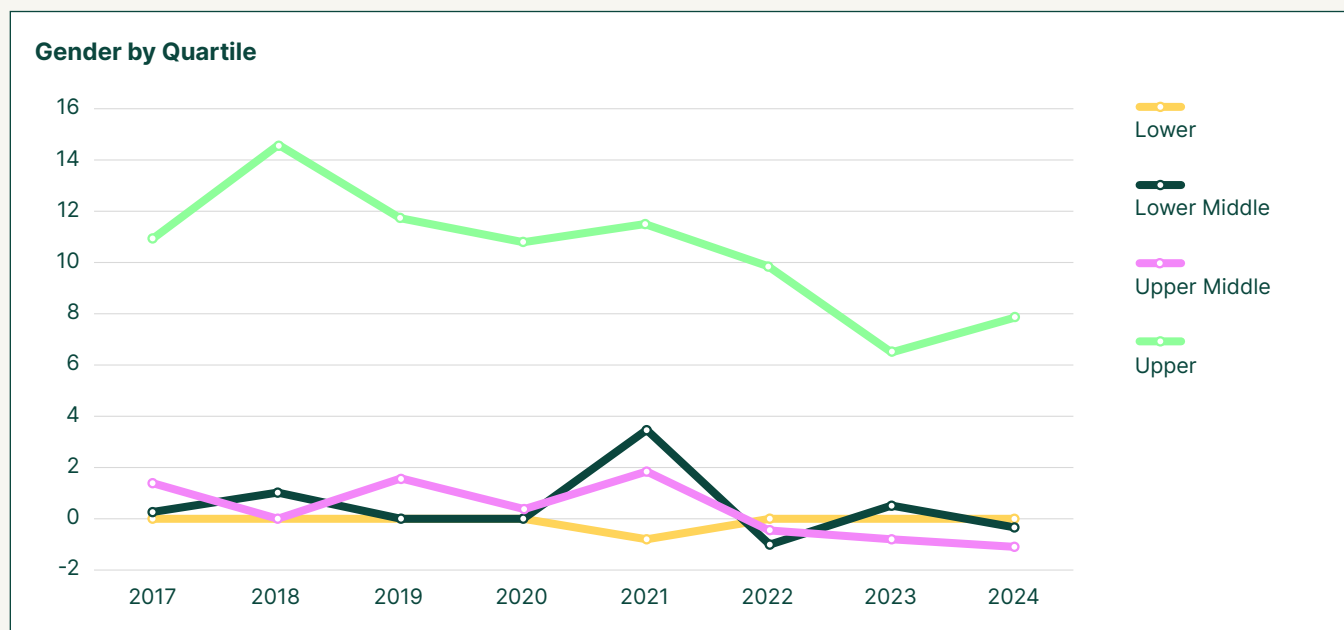
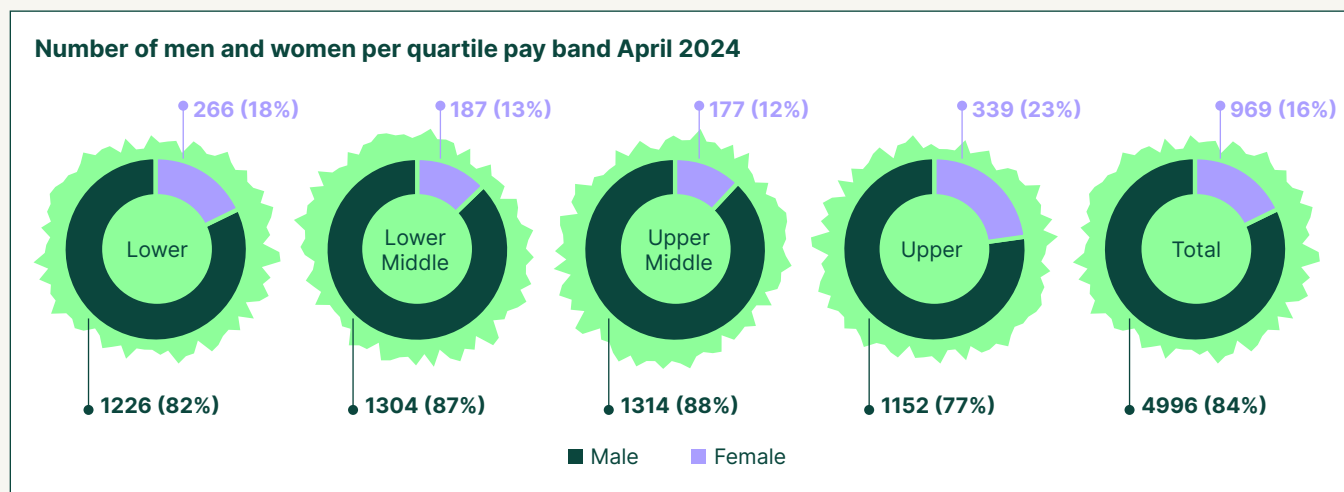


Median Gender Pay Gaps in our sector



What does it show us?

An analysis of our gender pay gap by quartile has helped to identify the key drivers behind the gender pay gap at Barnardo's. A pay quartile shows the percentage of men and women in four equally sized groups, ranked from highest to lowest hourly pay.



This year's analysis shows some movement in all quartiles in the number of men and women. However, our overall percentage of male versus female in each quartile is comparable to last year. The largest movement is in the Upper quartile, which shows an increase in men earning a higher hourly rate. This is however a smaller increase than in the previous year

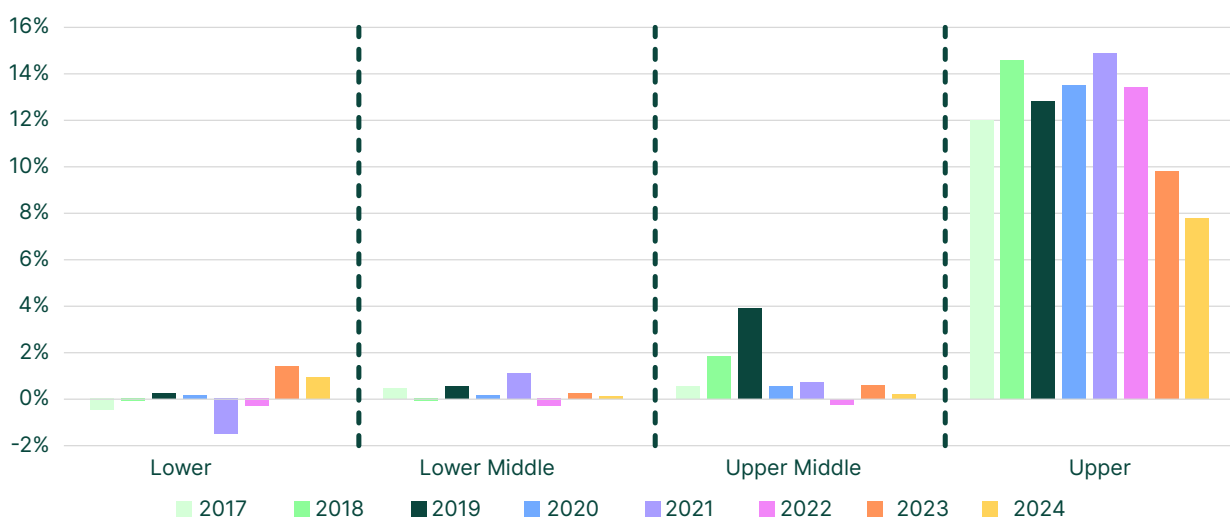
Across each of the four diversity pay gaps we report on, pay disparities are mostly present in the Upper Middle and, to a larger extent, Upper pay quartiles.

We will be undertaking further internal analysis to support us in making informed decisions and considered actions, as we continue to seek to address our gender pay gap.

Barnardo's Median pay gap per quartile 2017-2024



Barnardo's mean pay gap per quartile 2017-2024



Key drivers for our gender pay gap:

- Based on our sample size data, 16% of our workforce is male (84% female).
- However, 35% of all male colleagues are in the Upper quartile (more than one in four), meaning they are over-represented.
- Additionally, 23% of colleagues within the Upper quartile are male, higher than in each of the other three quartiles.

- The higher concentration of colleagues in the Upper quartile is a key element affecting our gender pay gap and is therefore an area of continued focus in our action plan.

Key driver for the reduction compared with last year:

The percentage of female colleagues in the Upper quartile has increased to 23%, compared with 19% in the previous year, while our overall gender split remained the same.

Statutory Information: Bonus Data

During the 2024 reporting period, no bonus payments were made to any Barnardo's employees.

Diversity Pensions Gap

At Barnardo's we understand that pay inequality has an impact on colleagues' pensions too, which may affect quality of life after retirement. Last year we reviewed and reported our gender pension gap for the second time and have continued to consider our wider diversity pensions gaps since 2022. Our initial analysis, from snapshot data taken in November 2024 (1), shows that overall, we have seen a narrowing in the fund value gap across all Protected Characteristics. We have also seen all median contribution gaps move to within 3% of zero which is broadly positive, suggesting greater equality.

Fund value gaps

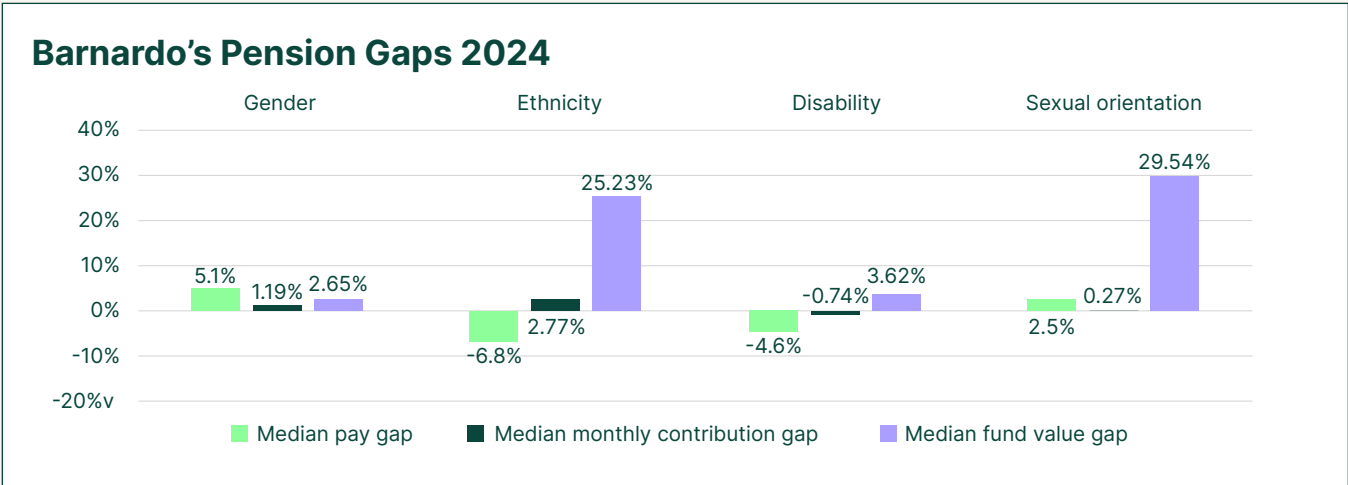
There has been a striking drop in the fund value gap for disability (-25.8pp) with smaller but still substantial decreases in the gender (-7.7pp), sexual orientation (-7.3pp) and ethnicity (-5.5pp) fund value gaps.

Median monthly contributions gaps

In 2023, our gender contributions gap (13.1%) was almost double our pay gap (7.7%), but this year our contributions gap (1.2%) is much smaller than our pay gap (5.1%).

This suggests pensions are equalising at a faster rate than pay. This may be as a result of our pensions leavers profile during 2024, or attributed to targeted communications in the last year supported by our Women's Network which may have led to an increase in female contribution levels, however, this alone is unlikely to fully account for such a large change.

In 2023, our ethnicity contributions gap was in favour of Black and Minoritised Ethnic colleagues (-10.3%) but this year it has reversed in favour of white colleagues (2.8%). Our disability contributions gap on the other hand, has gone from being in favour of non-disabled colleagues in 2023 (1.7%) to being in favour of disabled colleagues in 2024 (-0.8%). Our LGB+ median contributions gap has gone from being in favour of colleagues who identified as LGB+ in 2023 (-5.7%) to being in favour of heterosexual colleagues in 2024 (0.3%). However, since this gap has moved closer to zero, there is little cause for concern. If the contributions gaps all remain close to zero, we will see our fund value gaps narrow over time as all colleagues will be saving comparable amounts towards their pensions.



1 Our pension snapshot data from our provider is 1st November 2024 therefore not directly comparable to our Pay Gap snapshot date of 1 April 2024.

Ethnicity Pay Gap

What is an Ethnicity pay gap?

The ethnicity pay gap is the percentage difference between average hourly earnings for Black and Minoritised Ethnic colleagues, compared with white colleagues across the charity. It is presented as a percentage of white colleagues' earnings. Whilst it is not a statutory requirement to report on our ethnicity pay gap, we believe this is critical in pursuit of our values and objectives, to understand and mitigate pay gap differences related to ethnicity. Ultimately this is key to ensuring we can deliver excellent, inclusive services that meet the needs of all children and families who need us.

A note about language

For the purposes of this report, we have used Black and Minoritised Ethnic as a collective term throughout. However, we acknowledge that colleagues may describe themselves in diverse ways, including as Black, Brown, as 'people of colour' and/or as members of Global Majority Communities. Our commitments support all Barnardo's colleagues and service users who experience racism.

Understanding our Ethnicity pay gap

Median pay gap

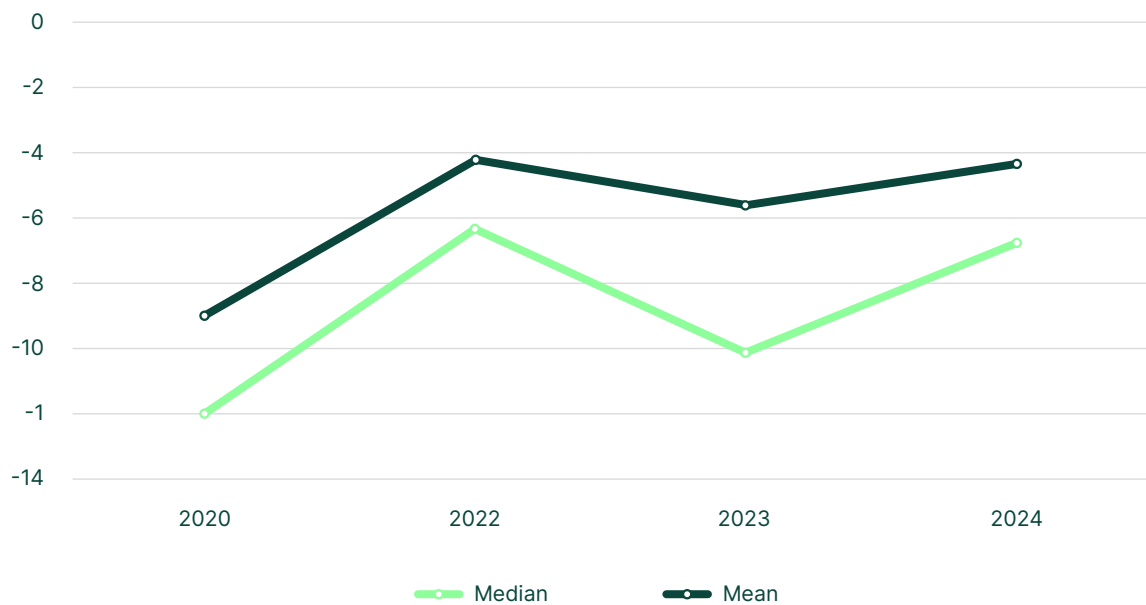
As of April 2024, our median ethnicity pay gap is -6.85%, which is in favour of Black and Asian, Minoritised Ethnic colleagues. This has decreased from the previous year and moves us toward a zero pay gap. The median gender pay gap is the percentage difference between the midpoints in the ranges of hourly earnings of white and Black and Minoritised Ethnic employees. These ranges are created by taking the hourly wages for employees and lining them up from lowest to highest. The middle wage in each case is then chosen for comparison.

Mean pay gap

Our mean ethnicity pay gap is -4.36% which has also decreased from last year. The mean pay gap represents the difference between the average salaries of white and Black and Minoritised Ethnic employees across our total workforce.



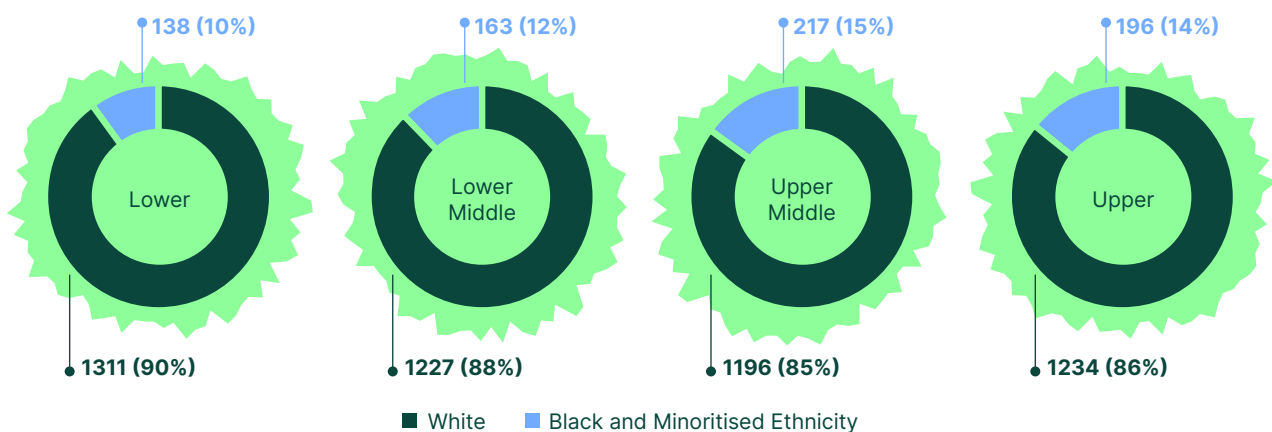
Ethnicity pay gap trend analysis



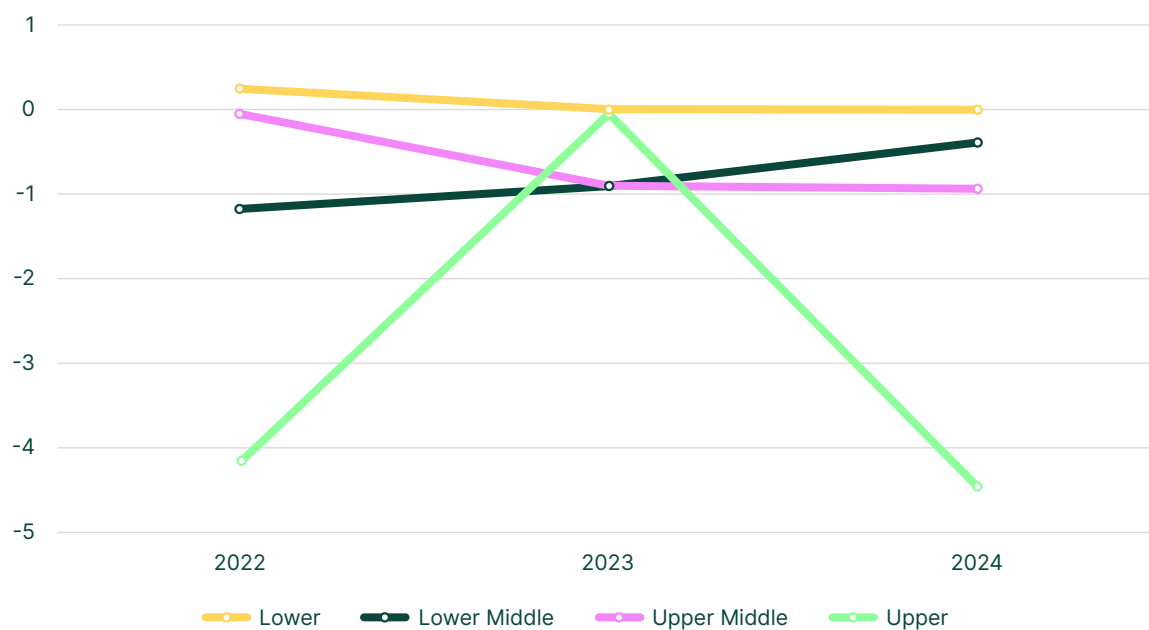
Our ethnicity sample size shows that, of the 5,682 count, 714 colleagues identified as Black and Minoritised Ethnic in comparison to 4,968 colleagues who identified as white. This shows our Black and Minoritised Ethnic disclosure is 12.5% of our colleague population, increased from 11.7% in April 2023, and from 10.6% in April 2022.

We are encouraged to see that more of our colleagues are confident to complete their self-disclosure of Protected Characteristics, which we have actively encouraged with the improvements in our data collection and launched our 'This is Me' data disclosure campaign in 2024.

Number of Black and Minoritised Ethnic Employees per Quartile Pay Band



Ethnicity pay gaps by quartile



Whilst Black and Minoritised Ethnic colleagues are paid c. 7% more than white colleagues, this is concentrated mostly in the Upper (4th) quartile. It is this Upper quartile that primarily drives the overall pay gap in this group's favour. We are also aware that across the Lower Middle and Middle Upper quartiles (quartiles 2 & 3), Black and Minoritised Ethnic men are paid c. 4% more than all other colleagues.

Disability Pay Gap

What is a disability pay gap?

The disability pay gap is the percentage difference between average hourly earnings for colleagues with a disability compared with those who do not have a disability across the charity. It is expressed as a percentage of the earnings of colleagues without disabilities. As with ethnicity pay gap reporting, this is not a statutory requirement, but Barnardo's believes it is an important step on our journey towards ever greater equality, diversity and inclusion. As with the rest of this report, data used in this section was accurate at April 2023. Data is based on self-disclosed information recorded on our HR system.

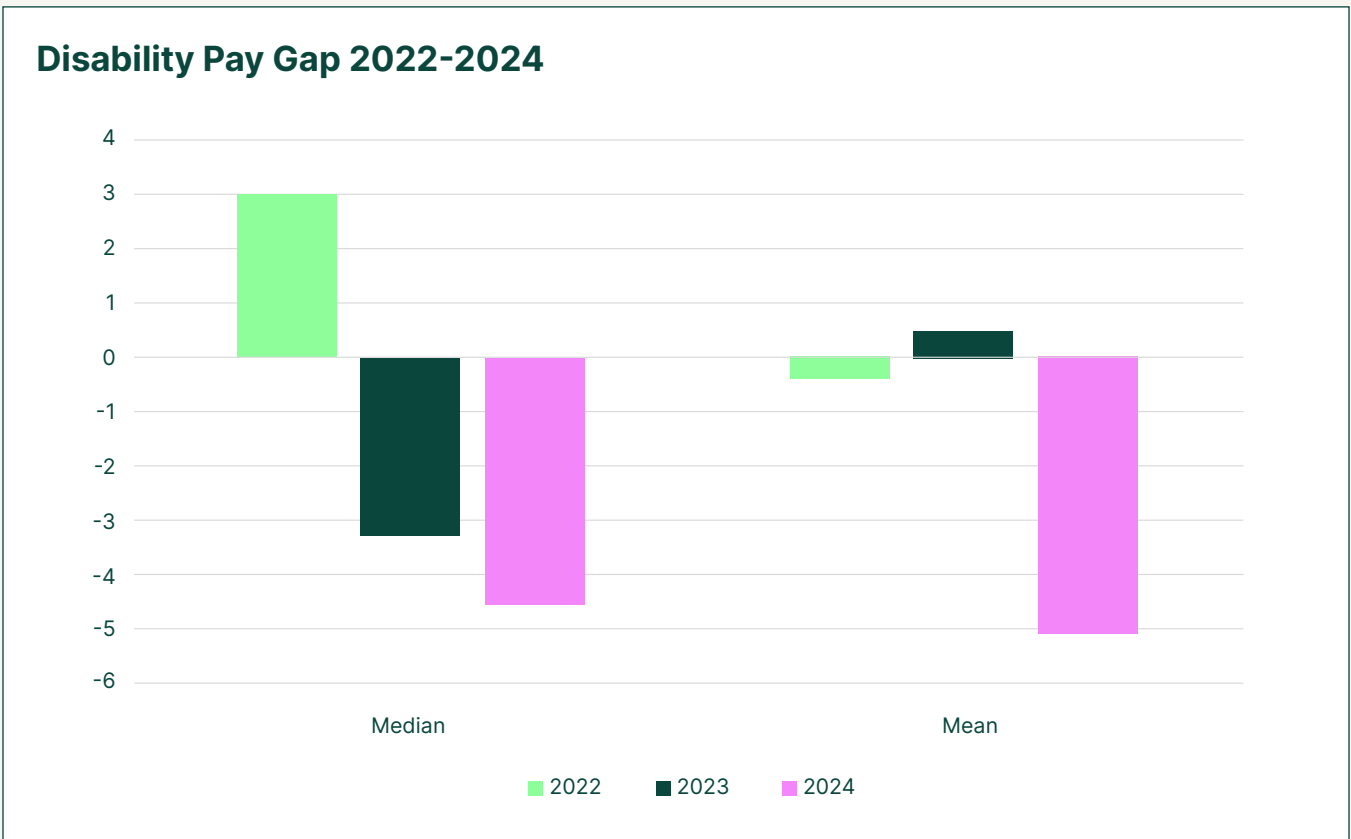
A note on language

For the purposes of this report disability is self-identified and is defined as any physical or mental health condition or impairment which has a substantial impact on carrying out day to day activities and has lasted 12 months or more or is likely to last 12 months or more. As such disability covers mental, physical, and learning disabilities.

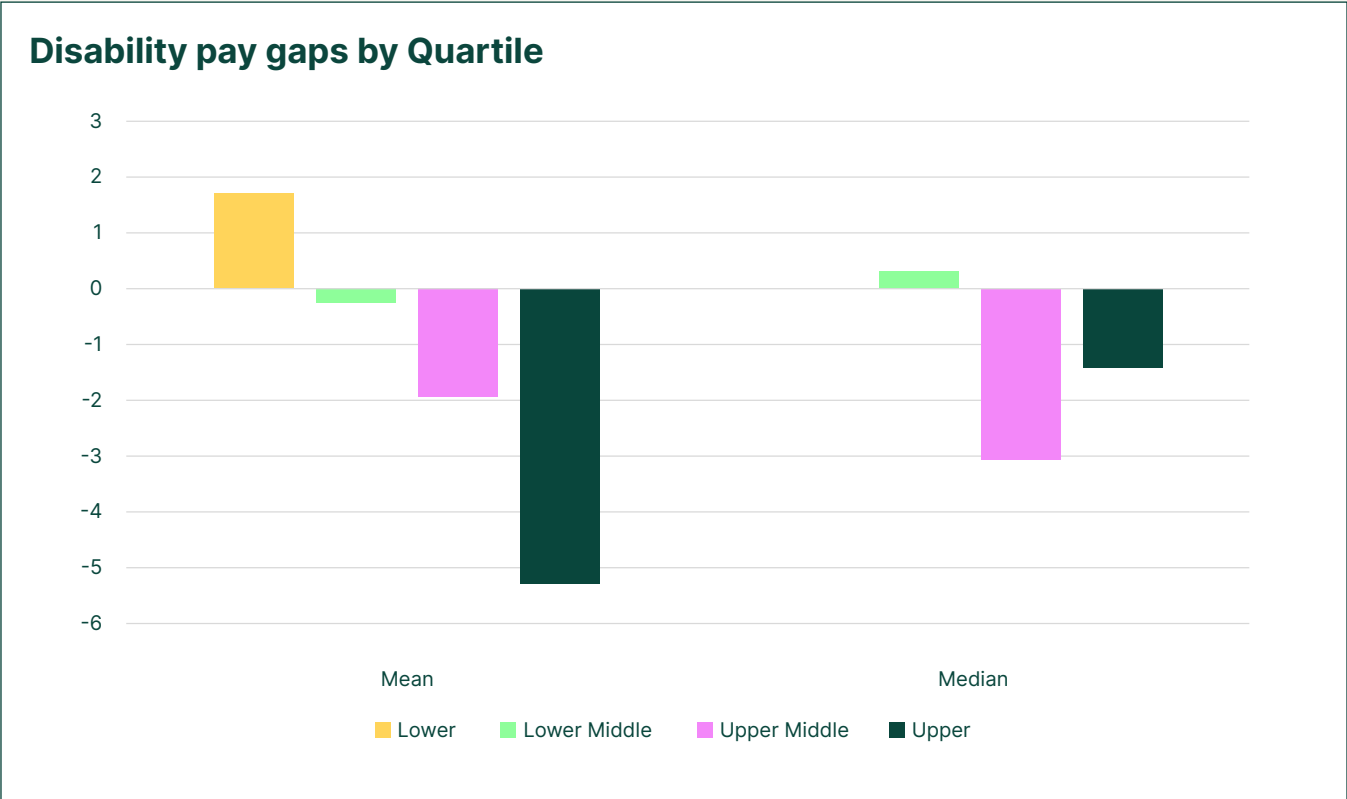
Understanding our disability pay gap

This is our third year of reporting on our disability pay gap, and our sample size shows of the 5,314 count, 502 colleagues identified as disabled in comparison to 4,812 colleagues who identified as non-disabled. This shows 9.4% of our colleague population have disclosed they have a disability, increased from 5.7% in April 2023 and 5.4% in April 2022. As with the other Protected Characteristic data integrity improvements we are encouraged to see that our colleagues are confident to complete their self-disclosure of Protected Characteristics, which we have actively encouraged with the improvements in our data collection and launched our 'This is Me' data disclosure campaign in 2024.

For April 2024 our median disability pay gap was -4.56%, which is in favour of our colleagues with disabilities. Our mean disability pay gap is -5.06% which again is in favour of our colleagues with disabilities, and which is a change from last year, where there the mean gap was slightly in favour of colleagues without disabilities.



For our April 2024 snapshot, the differences in mean hourly rates are broken down by quartile. The mean pay gap in the Lowest quartile is in favour of colleagues without disabilities. Yet in the Upper quartile, the mean pay gap for colleagues with disabilities is around 5% in their favour. This shows that whilst colleagues with disabilities are paid c. 4.5% more than colleagues without disabilities, this is concentrated mostly in the Middle Upper (3rd) and Upper (4th) quartiles, which drives the overall positive pay gap position. However, we must be mindful overall we still have a lower number of colleagues with disabilities within our overall workforce, and any change to this colleague population could have a significant impact on the overall pay gap.



We are also aware that median pay rates in the Middle Upper quartile suggest that males with disabilities are being paid c. 6% more than colleagues without disabilities.

LGB+ Pay Gap

What is a LGB+ pay gap?

This is the second year that we reported our LGB+ pay gap. The same data snapshot of 1 April 2024 has been used for all diversity reporting along with the same definitions (based on statutory requirements for gender pay gap reporting). The LGB+ pay gap is calculated based on sexual orientation category data from our HR system and aggregated, to obtain the percentage difference between average hourly earnings for colleagues who have identified as LGB+ compared with those who have identified as heterosexual across the charity.

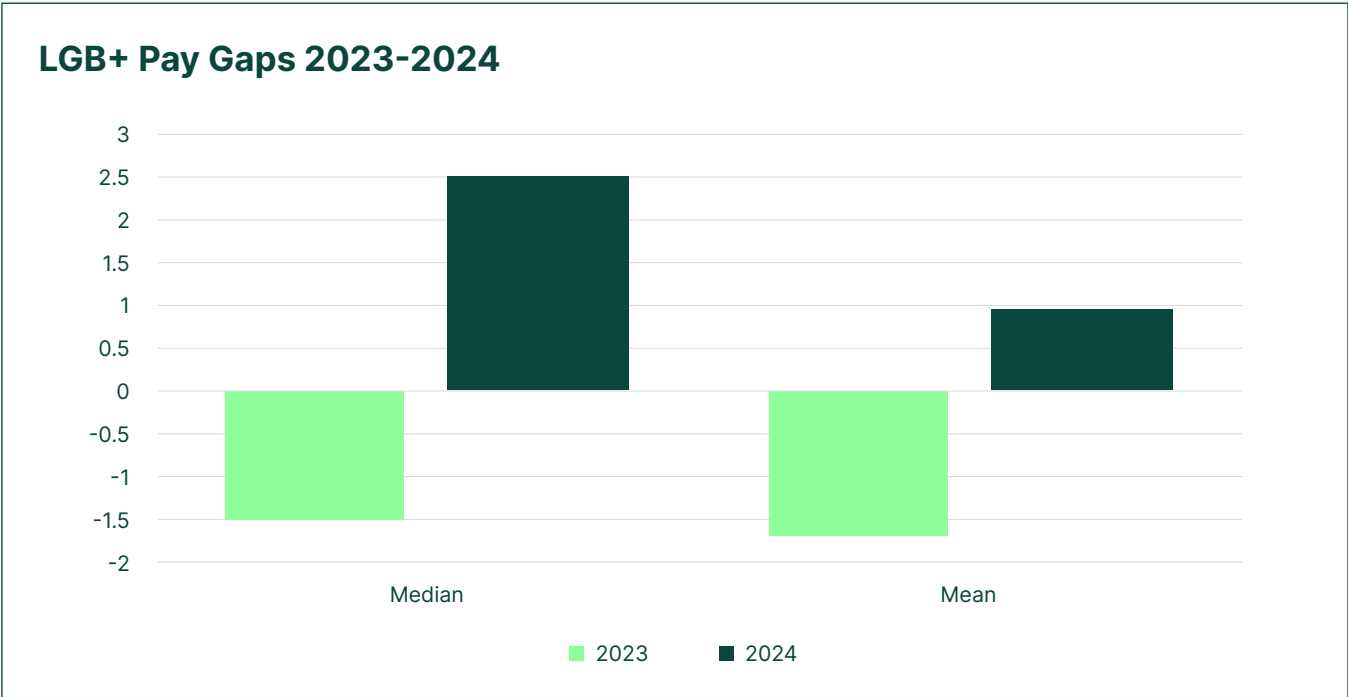
A note on language

For the purposes of this report LGB+ encompasses colleagues who identify as bisexual, gay man, gay woman/lesbian or ‘something else’. We do not currently capture data for colleagues who are trans. However, we have now addressed this issue and should be able to do so in future reports.

Understanding our LGB+ pay gap

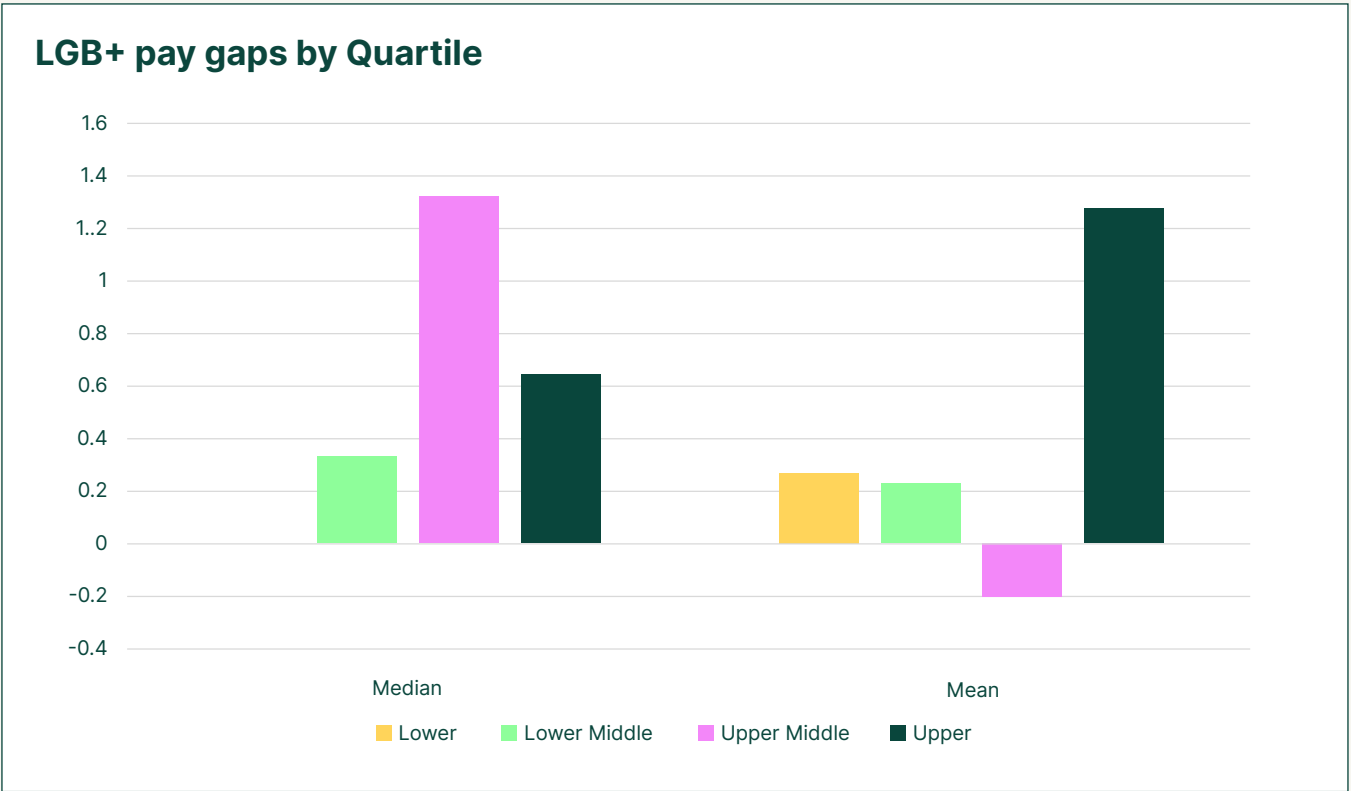
For our April 2024 reporting our LGB+ sample size shows of the 5,119 colleagues disclosed their sexual orientation, 397 colleagues identified as LGB+ based on the data categorisations available, in comparison to 4,740 colleagues who identified as heterosexual. This shows our LGB+ disclosure is 7.7% of our colleague population, increased from 6.36% in April 2023. As with the other Protected Characteristic data integrity improvements we are encouraged to see that our colleagues are confident to complete their self-disclosure of Protected Characteristics, which we have actively encouraged with the improvements in our data collection and launched our ‘This is Me’ data disclosure campaign in 2024.

Our median LGB+ pay gap was 2.51%, in favour of our colleagues who have identified as heterosexual compared to those who identified as LGB+. Our mean LGB+ pay gap is 0.98% which is also in favour of our colleagues who have identified as heterosexual compared to those who identified as LGB+.





For our April 2024 snapshot, we can see the differences in mean hourly rates by each quartile, which influences our LGB+ pay gap. In Middle Upper (3rd) quartile the mean pay gap is the only quartile in favour of colleagues who have identified as LGB+. The median hourly rates are all less favourable, except in the Lower quartile where there is no gap at all. As with our disability sample data, the lower numbers mean our pay gap is harder to determine and any change to this colleague population could have a significant impact.



This shows that heterosexual colleagues are paid c. 2.5% more than LGB+ colleagues, which is an increase compared with the previous year. This is mostly prevalent in the Upper Middle (3rd) and Upper (4th) quartile. We are also aware that median pay rates in the Middle Upper (3rd) quartile suggest that LGB+ male colleagues are paid c. 5% more than other colleagues.

Overall, our LGB+ pay gap has now increased in favour of heterosexual colleagues, compared with last year, which is disappointing to see. However, we are conscious with both our LGB+ and Disability sample sizes this means our reporting is open to volatility and we have limited data from previous years, limiting our ability to draw inferences. Therefore, we are cautious not to draw assumptions and act until we have a more data reporting cycles. We are also hopeful to see the fuller impact of our data campaign, including the ability for our colleagues to self-disclose Trans gender, in our reporting next year which may have a positive impact on our LGB+ pay gap.

Taking Action

At Barnardo's we want to be a charity where everyone can belong, grow and thrive. We know this is a journey and our ambition is to make progress every year, and throughout 2024 we have made significant progress on our plans and commitments, set out last year, as shown.



Continued work on progression and growth



Our Learning and Development offer, including the offer of apprenticeships



Scrutiny of our Pay related EDI data



Inclusive recruitment practices, including training on eliminating bias



Secondment opportunities



Increased communication of our flexible working offer and other rewards



More focus on our part-time colleagues and ways of working practices



Carried out Equality Impact Assessments as standard practice



Revised Job Evaluation panel assessment to ensure objectivity



New Pay governance for 'out of pay cycle' changes to mitigate bias



New Pay governance measures in recruitment such as pay equity checks



Allowances review

Furthermore, in 2024/25 we have focused on improving the data quality for enhanced reporting. This includes the HR system development started in late 2023 which enabled colleagues to update their own EDI Profile through self-service functionality, to be held securely and confidentially and only visible to them. Furthermore, the categorisation options were updated and expanded, to endeavour to provide more representative and identifiable categories for our colleagues to choose from. Our 'This is Me Campaign', a data disclosure campaign, commenced in March 2024, from which we have seen the 'Prefer Not to Say' category reduce, giving us more insight to colleague diversity in our 2024/25 reporting. In addition, as referenced in last year's report, and this year's foreword, we have now enabled our colleagues to disclose whether they are 'care experienced', meaning they grew up in local authority care. Whilst this is now available in systems, we are unable to report on this in this April 2024 reporting cycle, due to the limited data today available. However, this will be an ambition for future reporting.

Our pay governance, aligned to our pay philosophy of 'Fair, Attractive and Progressive' has been in place since April 2023, to ensure consideration and action to minimise pay differentials, particularly through an EDI lens. As part of the Pay and Reward review in 2023 all colleagues were aligned to pay steps within the pay band for their role grade, moving away from a 'spot salary' approach, which has improved consistency in pay levels between colleagues doing the same role and helped to address recruitment and retention challenges across the charity. Some of the pay governance measures introduced and successfully working include: our revised approach to job evaluation panel assessment, our new pay governance criteria for out of pay cycle changes, and recruitment appointment pay equity checks and an allowance review.

As we move now into 2024/25, we are looking to enhance our pay governance principles with an EDI lens, as set out below



Continue to review these pay governance measures



Within 12 months seek to have a biannual check on pay gaps for the future



Biannual check deep dive; Gender Pay gap, Intersectional and Pay quartiles analysis. To identify appropriate justification or need for measures, with a view to reducing the pay gap by Gender



We will explore our ability to calculate our 'adjusted pay gap' as well as our 'non-adjusted pay gaps



Utilise Belonging boards to develop actions to address specific gaps, and to promote recruitment and progression in specific areas of underrepresentation, aligned to ARC and Disability Equality Action Plans



Improving the completion rate and quality of Equality Impact Assessments

Furthermore, our longer-term commitments and actions are embodied in our People and Culture plan and EDI programme, including:

- Our Anti-Racism Commitments - we have committed to addressing barriers in recruitment and progression and improving development and internal progression opportunities for Black & Minoritised Ethnic colleagues.
- Disability Equality Commitments and Action Plan – we have committed to reviewing our current processes and guidance in offering and making reasonable adjustments, and to look at ways which encourage disabled colleagues and volunteers to apply for opportunities at Barnardo's and progress within the charity.
- We will also be considering our pay gap reporting and alignment with any identified actions from our Disability Equality Commitments plan 2023-2026, including Voluntary Reporting framework requirements and related actions identified in our published Anti Racism Commitments.



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