



DIVERSITY PAY GAP REPORT

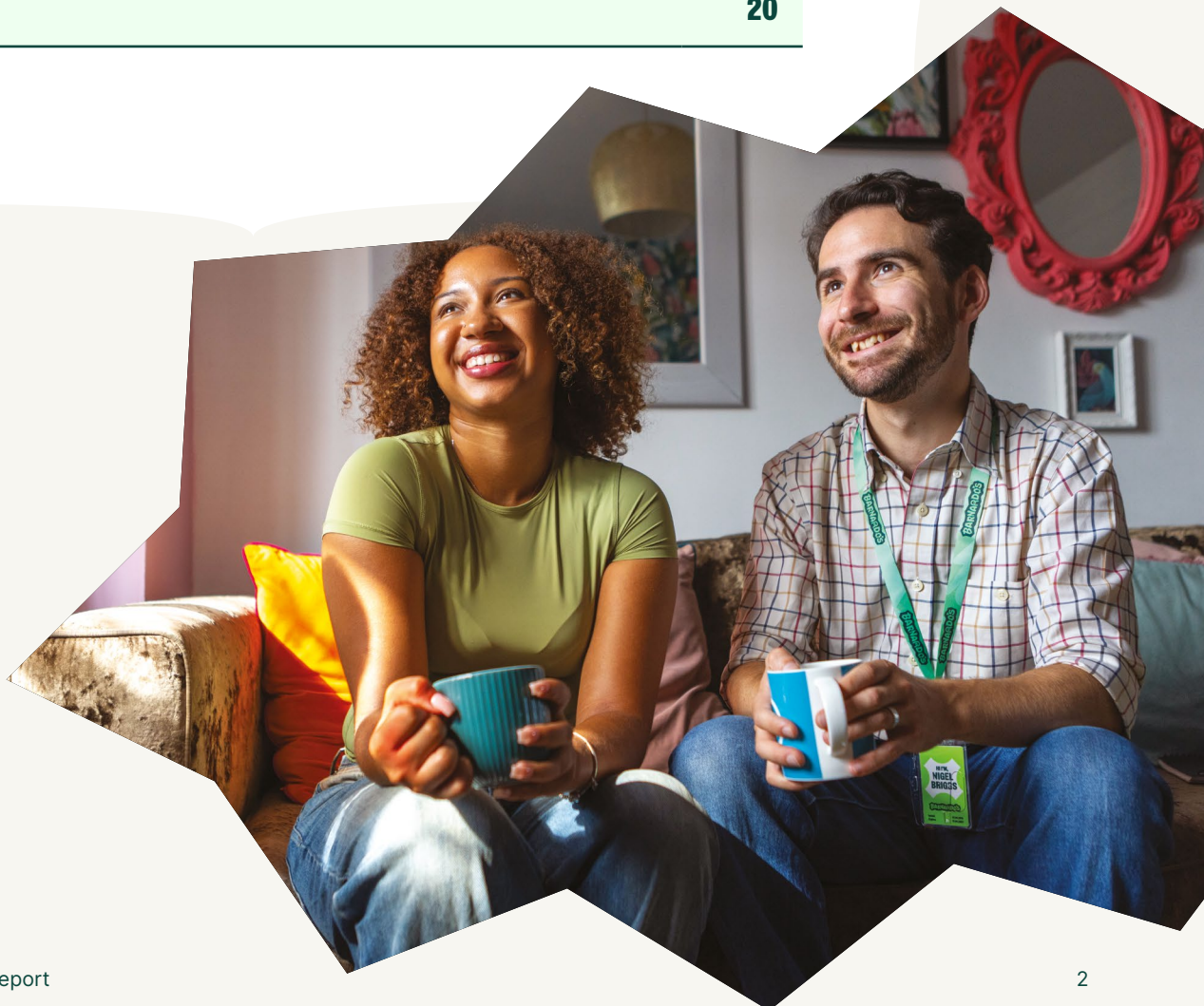
April 2025



Changing childhoods.
Changing lives.

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Foreword

by Lynn Perry MBE, Chief Executive, Barnardo's



At Barnardo's, our purpose is clear: Changing Childhoods and Changing Lives, so that children, young people, and families are safe, happy, healthy, and hopeful.

We can only achieve this through the hard work of our colleagues and volunteers who are the beating heart of the charity. We want our people to feel they can thrive through a culture of trust and appreciation; belong through inclusivity, opportunities to be heard, and meaningful participation; and feel encouraged to be curious and continually grow.

We are proud that this report reflects both our continued progress and our deep commitment to transparency, accountability, and meaningful action. It is important to us as a charity, that we continue to go beyond our legal reporting requirements when it comes to our pay gap data. This is now our fifth year of publishing our ethnicity pay gap, our fourth-year reporting on disability, and our third year for LGB+ colleagues. This year, we have also moved to bi-annual reporting, giving us a richer and more timely understanding of the patterns and disparities that shape our workforce.

I'm encouraged that across all Protected Characteristics, we continue to see steady and meaningful progress, with further narrowing of our pay gaps and several now sitting within our zero-pay-gap tolerance threshold.

Notably, we have seen a significant shift in our gender pay gap. As of April 2025, it has reduced to 1.7%, down from 5% last year—and well below the national average of 12.8%. This follows a consistent downward trend over recent years and reflects the impact of the focused actions and initiatives we have put in place. This is a real achievement, and our ambition now is to maintain this position within the threshold and as close to zero as possible.



We also saw continued narrowing of our ethnicity (-3.7%), disability (-3.9%), and LGB+ (-0.3%) pay gaps, which, while still in favour of colleagues with Protected Characteristics, demonstrate progress in the right direction. As our data set grows, we remain committed to extending our reporting to include LGB+ pay gaps once we have a robust and reliable sample size, having only begun capturing this data over the past year.

These improvements reflect the hard work of colleagues across Barnardo's who are committed to creating a fairer and more equitable workplace. They also reflect a growing confidence among our workforce to disclose their Protected Characteristics, supported through our 'This is Me' campaign. This is a trust we do not take lightly. Accurate data helps us understand where inequality may exist, but it is the honesty and openness of our colleagues that enables us to act with integrity and purpose.

While the progress shown in this report is heartening, we know there is still more to do. We continue to see some disparities which highlight that career progression, balanced representation in senior roles, and the wider factors that shape opportunity must remain at the forefront of our actions. Our learning offer and leadership development pathways, inclusive recruitment practices, and strengthened pay governance processes are all designed to address these challenges directly.

We also recognise that equity extends beyond pay. That is why we are deepening our focus on pension gaps, financial wellbeing, inclusive workplace practices, alongside our other commitments to make sure Barnardo's is a place where everyone can belong, grow and thrive. These actions are not simply charity priorities; they are an essential part of how we demonstrate our values in action.

My heartfelt thanks go to every colleague who has contributed to this work—whether by sharing their data, offering challenge, participating in our networks, or helping to shape our approach. Your voices and experiences are central to our progress.

We remain steadfast in our ambition: to make sure Barnardo's is a place where everyone can belong, grow, and thrive—because equity within our charity strengthens our ability to drive change for children and young people, and deliver excellent and inclusive services that meet their needs.

Thank you for your ongoing support.

Lynn Perry MBE
Chief Executive, Barnardo's

1 Current requirements for gender pay gap reporting require gender to be reported in accordance with legal gender which is binary (i.e., male and female). Therefore, for the purposes of this report, we have used the terms 'gender', 'male' 'female' 'men' and 'women'. We recognise that sex is more complex than 'male' or 'female' and that gender is wider than 'men' or 'women' and that gender identity may not align with 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.

3. Disability 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. We will be considering how we use this information in respect of future pay gap reporting

5. Data is gathered from our People systems, where colleagues have the option to complete their EDI information.

Our Pay Gaps: What do we know?

Our April 2025 Diversity Pay Gap Report is our fifth year of publishing our pay gap for Black and Minoritised Ethnic colleagues, fourth year for disabled colleagues, and our third year for LGB+ colleagues. We have taken the opportunity to reflect directly on comparisons with the previous year, wider trends and our progress, and have moved to bi-annual reporting to gain deeper insight and an ability to take more timely action.

Headlines: Diversity pay gaps 2025

Pay Gap Data trend for the last 3 reporting years					
	April 2022	April 2023	1 April 2024	1 April 2025	1 October 2025
Gender – Median	5.7%	7.7%	5.1%	↓ 1.7%	↑ 1.9%
Gender – Mean	12.3%	12.9%	12.1%	↓ 9.4%	↑ 9.6%
Ethnicity – Median	-6.37%	-10.1%	-6.9%	↑ -3.5%	↑ -3.0%
Ethnicity – Mean	-4.71%	-5.6%	-4.4%	↑ -1.9%	↑ -1.8%
Disability – Median	3%	-3.3%	-4.6%	↑ -3.9%	↑ -3.0%
Disability – Mean	-0.4%	0.5%	-5.1%	↑ -4.9%	↑ -3.7%
LGB+ – Median		-1.5%	2.5%	↓ -0.3%	↓ -2.0%
LGB+ – Mean		-1.7%	1.0%	↓ -0.4%	↑ 0%

Explanatory note: Where there is a positive percentage, this shows that the pay gap in respect of gender is in favour of men, in respect of ethnicity is in favour of white colleagues, in respect of disability, in favour of non-disabled colleagues and in respect of LGB+, in favour of heterosexual colleagues. Where there is a negative percentage, this shows that the gap is in favour of women, Black and Minoritised, Disabled and LGB+ colleagues. Arrows show whether the number has increased or decreased since the last reporting period. The green arrows indicate improvements towards a zero-pay gap and red arrows indicate where the gap has widened.

The number of colleagues captured in our reporting sample for 2025 is slightly lower than in our April 2024 reporting. This was expected based on a reduction in colleague headcount and a recruitment controls that have been in place.

In reviewing our Pay Gap position and the numerous contributing factors, both internal and external, on our ability to attain a zero-pay gap position, we challenged ourselves and set ourselves a zero-pay gap 'tolerance threshold' to strive for. This threshold is deemed as a realistic position for Barnardo's to operate within whilst also reflecting the strong commitment we hold on pay equity. This tolerance threshold is deemed 'acceptable' if within +/- 2% of a zero-pay gap position. This takes into consideration the numerous variables that effect Pay Gap reporting, such as sample sizes, workforce movements, reporting cycles, and external influences on pay beyond Barnardo's control such as Real Living wage increases, and NI adjustments impact.

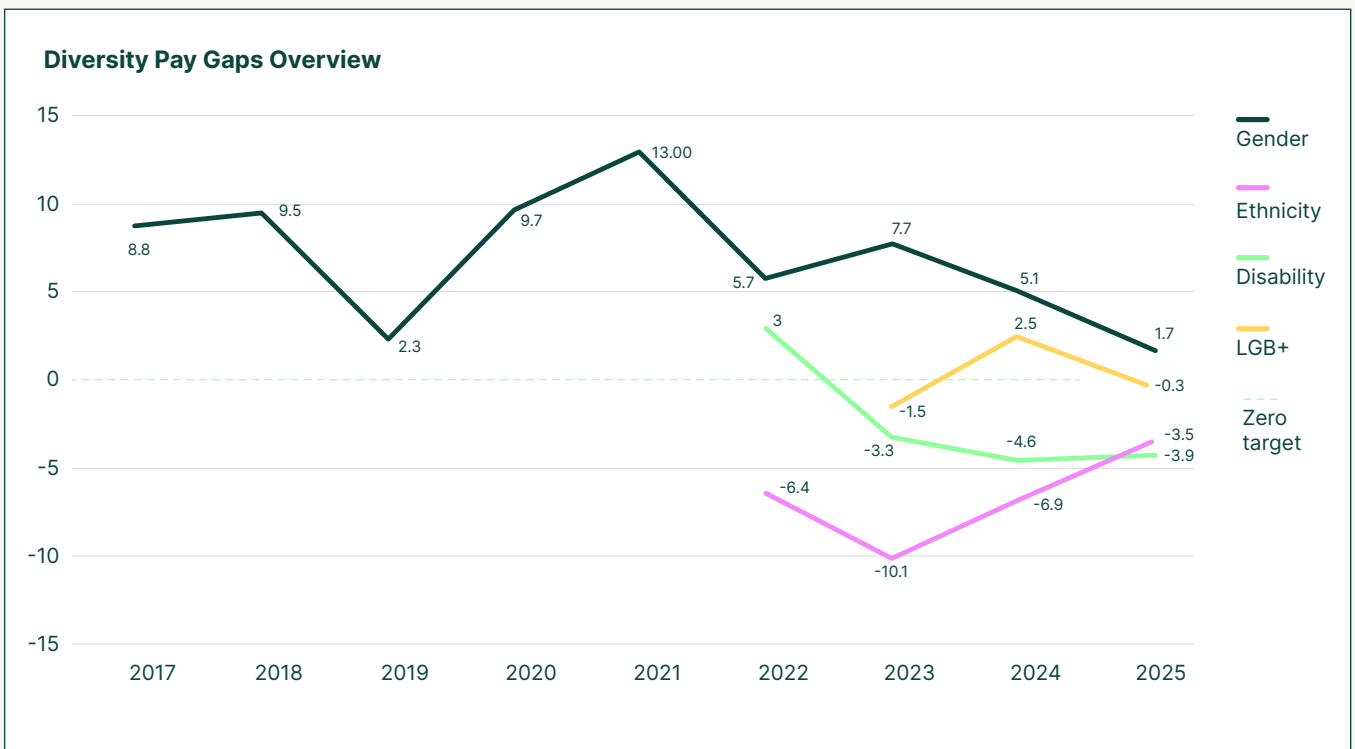
Our **Gender pay gap** has continued the downward trajectory closing further to 1.7% in April 2025 versus c.5% in April 2024. Whilst this remains in favour of men, it now sits within a zero-pay gap tolerance threshold and is the lowest it has been in reporting history. The sharp median improvement reflects greater equality through the middle of the organisation. With pay in the lower three quartiles essentially gender-neutral, the upper quartile is the only area where a significant pay gap continues and remains the key focus for further action.

Our **Ethnicity pay gap** has narrowed from c.-7% in April 2024 to -3.5% in April 2025. This remains in favour of Black and Minoritised Ethnic colleagues and moves closer toward our tolerance threshold.

Our **Disability pay gap** remains slightly in favour of our disabled colleagues at -3.9%, while **our LGB+ pay gap** has shifted very close to zero at -0.3% in April 2025, in favour of colleagues identifying as LGB+.

We are conscious our smaller sample sizes for both Disability and LGB+ reporting mean this reporting is open to volatility, placing some limitations on the ability to draw meaningful inferences from this data.

Overall, our headline data shows encouraging trends as shown below. While we celebrate the improvements we have made, we also recognise that our journey continues and there is always more that we can try to do.



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.¹

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 Commission:

"...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 EDI 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.



¹ Current requirements for gender pay gap reporting require gender to be reported in accordance with legal gender which is binary (i.e., male and female). Therefore, for the purposes of this report, we have used the terms 'gender', 'male' 'female' 'men' and 'women'. We recognise that sex is more complex than 'male' or 'female' and that gender is wider than 'men' or 'women' and that gender identity may not align with 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>

Understanding our Gender Pay Gap

Median pay gap

As of April 2025, our median gender pay gap is 1.7% (down from 5.1% the previous year), in favour of men. The sharp median improvement reflects greater equality through the middle of the organisation and reflects changes in workforce distribution - as women became less concentrated in the lowest-paid roles and more represented in the upper quartile. This is well below the national average of 12.8% (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.

We have also run the pay gap analysis 6-months on, for the October 2025 period. Between October 2024 and October 2025, the median gender pay gap fell from 3.6% to 1.9%.

Mean pay gap

Our overall gender pay gap by mean average is 9.4% (down from 12% 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.

Between October 2024 and October 2025, the mean pay gap decreased from 10.3% to 9.6% over the same period.

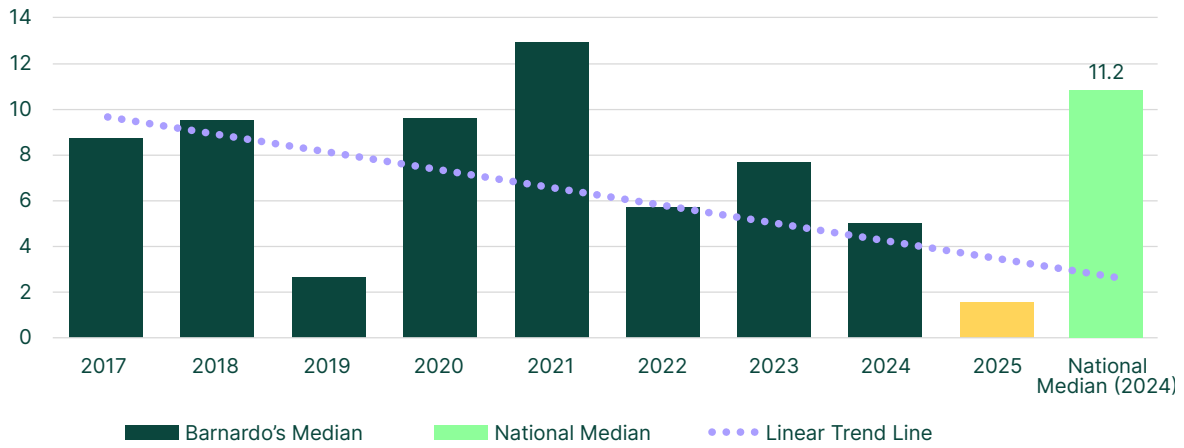
As reported last year, we put in place improvements in our data collection and continued our 'This is Me' data disclosure campaign started during 2024. We have seen an increase in colleagues completing their EDI information within our People systems since the launch of the confidential and secure EDI Profile set up. In addition, we have seen an increase in Protected Characteristics data counts in our April 2025 pay gap reporting snapshot data, which we attribute to the self-disclosure campaign.

Our sample size for gender pay gap reporting purposes remains broadly similar to April 2024. Our gender sample size for April 2025 was 4717 females in comparison to 926 males.

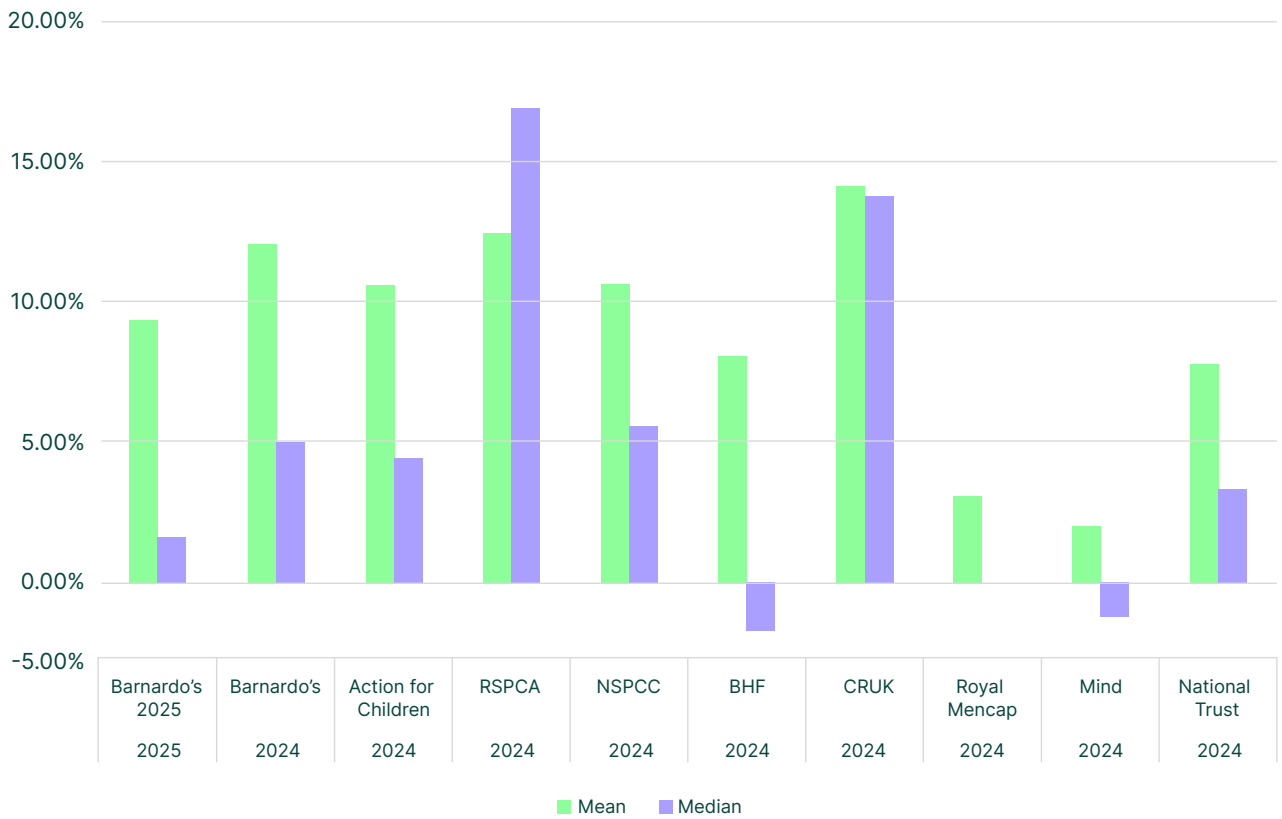
This continues the trend of a downward trajectory of our gender pay gap, as shown below and moves us closer toward a zero-pay gap position. In addition, we are encouraged that our position is comparable to others in the sector, based on data from the [Gender Pay Gap Service](#) but we also acknowledge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



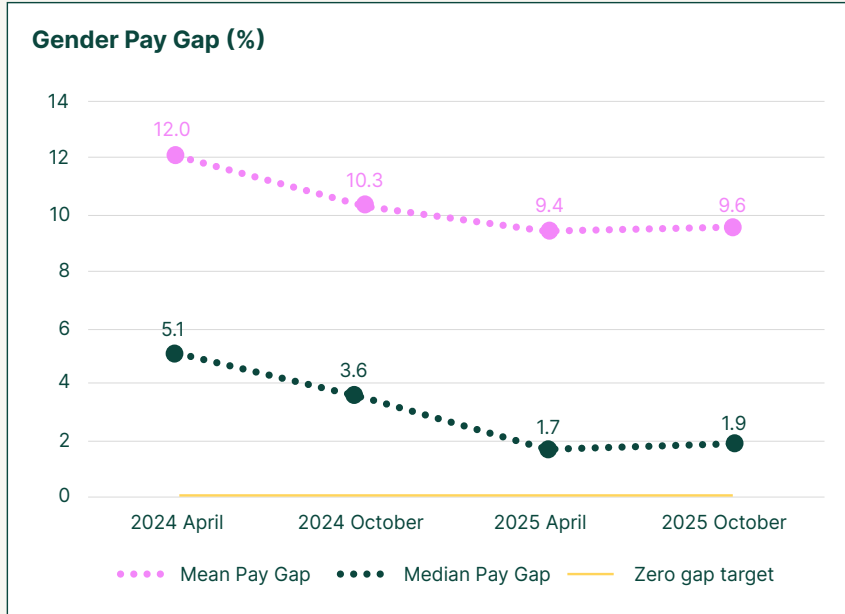
How Barnardo's compares with National Gender Pay Gaps



Comparison with 2024 Charity Results



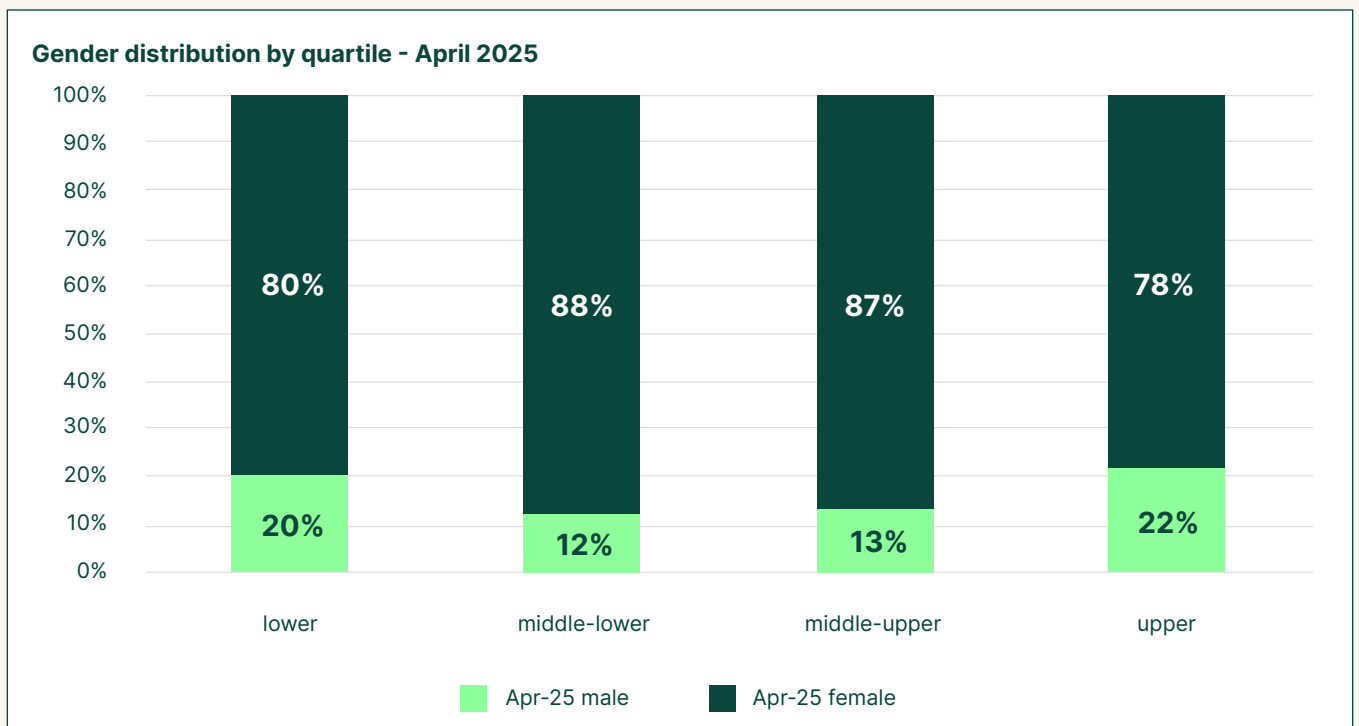
Barnardo's Gender Pay Gap



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. Each quartile always contains 25% of the workforce but it does not have to contain 25% of men and 25% of women.

Number of men and women per quartile pay band April 2025



Female representation is broadly equal/stable across all quartiles, although we have seen an increase in female representation in the upper quartile to previous years indicating improved progression into higher-paid roles. Male representation, however, is less uniform with differing degrees of representation across the organisation.

Gender by Quartile

This year's analysis shows that across most of the pay distribution there is no gender disparity, with the upper quartile therefore driving the overall pay gap. There has been some movement in the lower, and upper middle quartile distributions with the proportion of women decreasing slightly, reducing over-representation in the lowest-paid roles.

Female pay distribution is relatively even across the quartiles and there is no strong over-concentration at the top or bottom of the organisation.

Male pay distribution is skewed upwards, with men being over-represented in the upper quartile but under-represented in the middle quartiles.

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.

The upper quartile shows a substantially higher gender pay gap, with a median gap of around 8% and a mean gap of 10–11% across the reporting periods. The mean pay gap reflects the full distribution of pay and remains higher because the upper quartile has a far wider range than the lower quartiles. It is worth noting that our pay scales for those in the lower quartiles are focussed around our commitment to the Real Living Wage, and our pay scales at this level are narrower and more uniform than the pay ranges contained within the upper quartile. Due to how our workforce is distributed, our upper quartile contains some of our first-tier management roles, up to our most senior and highest paying roles.

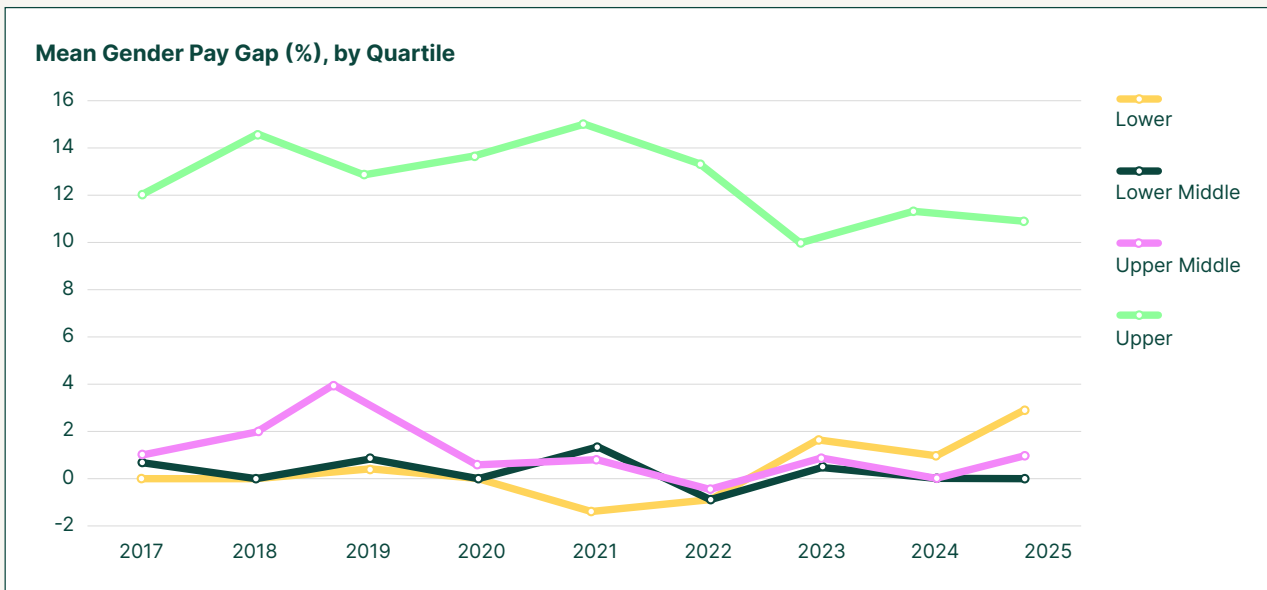
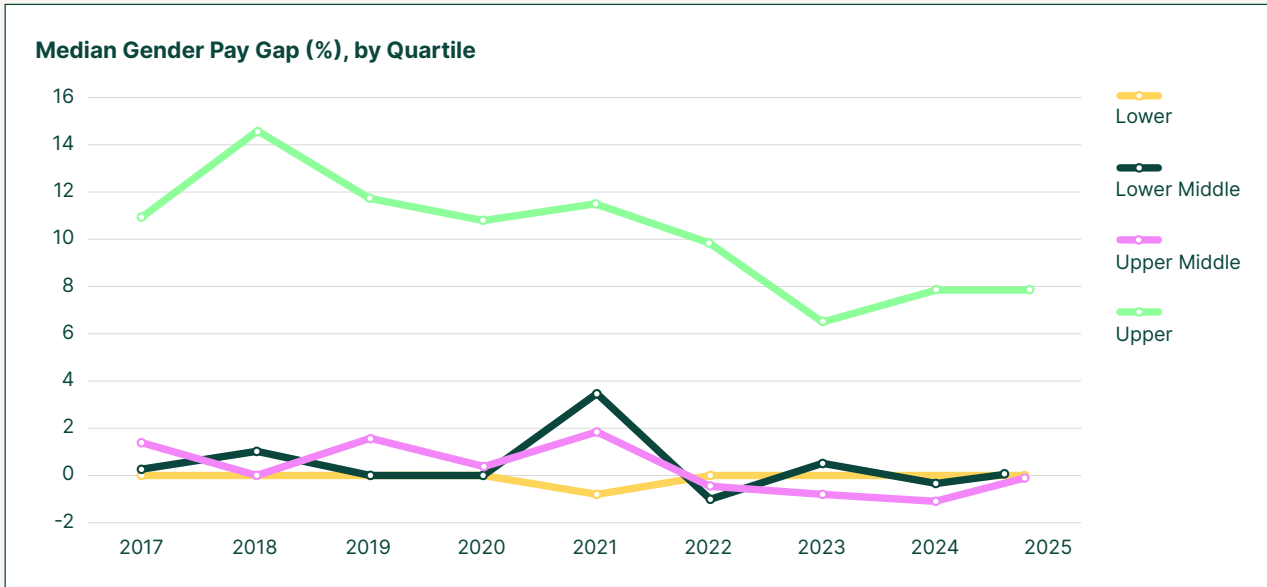
It is worth noting that of our Executive Leadership Team, 63% including our CEO are women. Their direct reports, known as our Executive Leadership Group, is made up of 56% women.

Despite improved female representation at higher pay levels, the very top of the upper quartile remains predominantly male and shows the largest pay differentials, where male earnings continue to exceed female earnings on average. As a result, the mean gap continues to be elevated, although it is slowly declining. The large difference at the top of the pay distribution also explains why the mean gap remains significantly higher than the median gap. This quartile is the primary driver of the overall gender pay gap.

We have undertaken further analysis within the upper quartile, which shows that for the lowest 10% paid and those in the middle, the pay rates are broadly similar. The disparity occurs in the 50th percentile and above of the upper quartile. We will continue to undertake further internal analysis to understand the niche drivers and aid 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 2017-2025



Key drivers for our gender pay gap:

- Based on our sample size data, 16.4% of our workforce is male (83.6% female).
- However, 32.7% of male colleagues are in the Upper quartile (more than one in four), meaning they are over-represented, but under-represented in the middle quartiles.
- Pay in the lower three quartiles is aligned between men and women. with the upper quartile being the only area where a significant gap persists. This remains the key focus for further progress.

- Pay disparity occurs in the 50th percentile and above of the upper quartile.

Key driver for the reduction compared with last year:

The percentage of female colleagues in the Upper quartile has increased to 23.5%, compared with 19% in the previous year, while our overall gender split remained the same.

Statutory Information: Bonus Data

During the 2025 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. We have continued to consider our wider diversity pensions gaps since 2022. Our Pensions Fund gap measures the difference between the value of colleagues' pension funds, and our Pensions Contributions gap measures the difference in how much colleagues are contributing towards their pension on a monthly basis.

Our April 2025 Pension Contribution gap data shows that monthly contribution gaps are in slightly in favour of men, Black and Minoritised Ethnic colleagues, Disabled colleagues and colleagues who are LGB+. The largest difference is within our Gender pension gap, which was 1.2% in favour of men in April 2024, and is 9.3% in favour of men in April 2025.

Our 2025 Pension Fund Value gap data shows that fund values are in favour of women, white colleagues, non-disabled colleagues and those who do not identify as LGB+. The highest gaps can be seen within Ethnicity and LGB+, potentially due to smaller sample sizes within these populations.

Our pension snapshot data from our provider is 30 April 2025 therefore not directly comparable to our Pay Gap snapshot date of 1 April 2025. It is worth noting that this analysis is in its infancy, and a longer period of 5 years plus worth of data is required to fully understand trends and year on year changes. We will be gathering additional data ahead of 2026 reporting in order to more fully analyse and understand some of the drivers of our pension gaps.

Work is underway to improve financial fitness for colleagues within the charity. This includes increased promotion of the pension and its related benefits, financial education via webinars and tools, and a selection of Financial Wellbeing resources hosted on our benefits platform and EAP.

Median	April 2024	April 2025
Gender – Contributions	1.2%	9.3%
Gender – Fund Value	2.7%	-3.3%
Ethnicity – Contributions	2.8%	-6.1%
Ethnicity – Fund Value	25.2%	24.5%
Disability – Contributions	-0.7%	-4.4%
Disability – Fund Value	3.6%	8.3%
LGB+ – Contributions	0.3%	-5.5%
LGB+ – Fund Value	29.5%	36.3%

1 Footnote: Our pension snapshot data from our provider is 30 April 2025 therefore not directly comparable to our Pay Gap snapshot date of 1 April 2025.

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 it is critical in service 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 anti-racism commitments support all Barnardo's colleagues and service users who experience racism.

Understanding our Ethnicity pay gap

Median pay gap

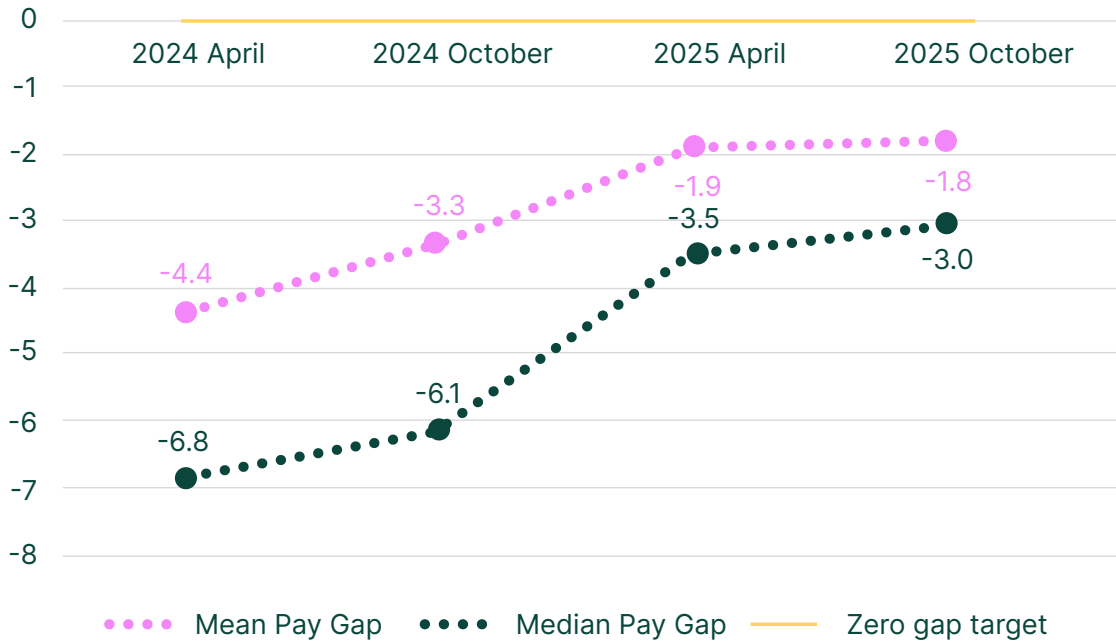
As of April 2025, our median ethnicity pay gap is -3.5% , in favour of Black and Minoritised Ethnic colleagues. This has decreased from the previous year and moves us toward a zero-pay gap. In October 2025, this moved slightly closer again to a zero-pay gap at -3.0% . The median gender pay gap is the 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 -1.9% as at April 2025 which has also decreased from last year, moving us closer to a zero-pay gap. In October 2025, the mean pay gap moved slightly closer to zero still at -1.8% . The mean pay gap represents the difference between the average salaries of white and Black and Minoritised Ethnic employees across our total workforce.



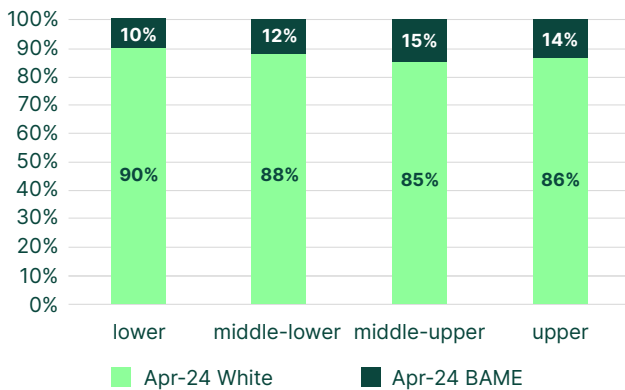
Ethnicity Pay Gap (%)



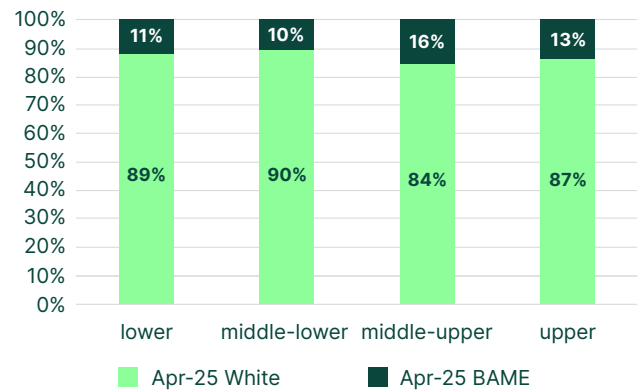
Our ethnicity sample size shows that, of the 5,630 count, 722 colleagues identified as Black and Minoritised Ethnic in comparison to 4,908 colleagues who identified as white. This shows our Black and Minoritised Ethnic disclosure is 12.8% of our colleague population, increased from 12.5% in April 2024, 11.7% in April 2023, and from 10.6% in April 2022.

We are encouraged to see an increase in recruitment of Black and Minoritised ethnic colleagues following improvements to our recruitment processes and practises, and that more of our colleagues have completed their Ethnicity details on our People systems.

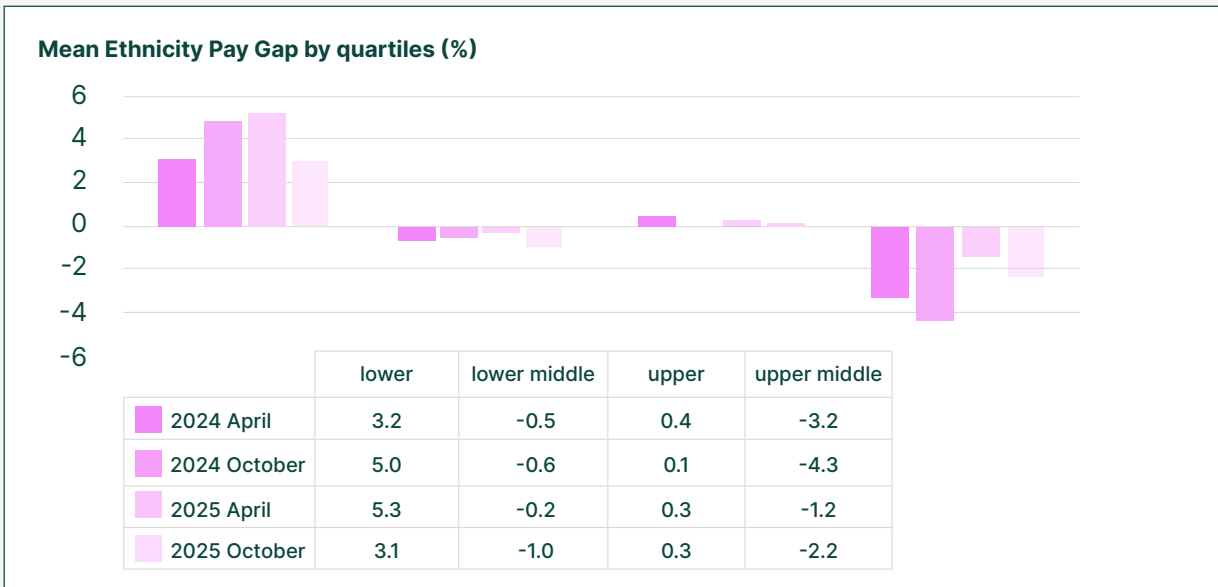
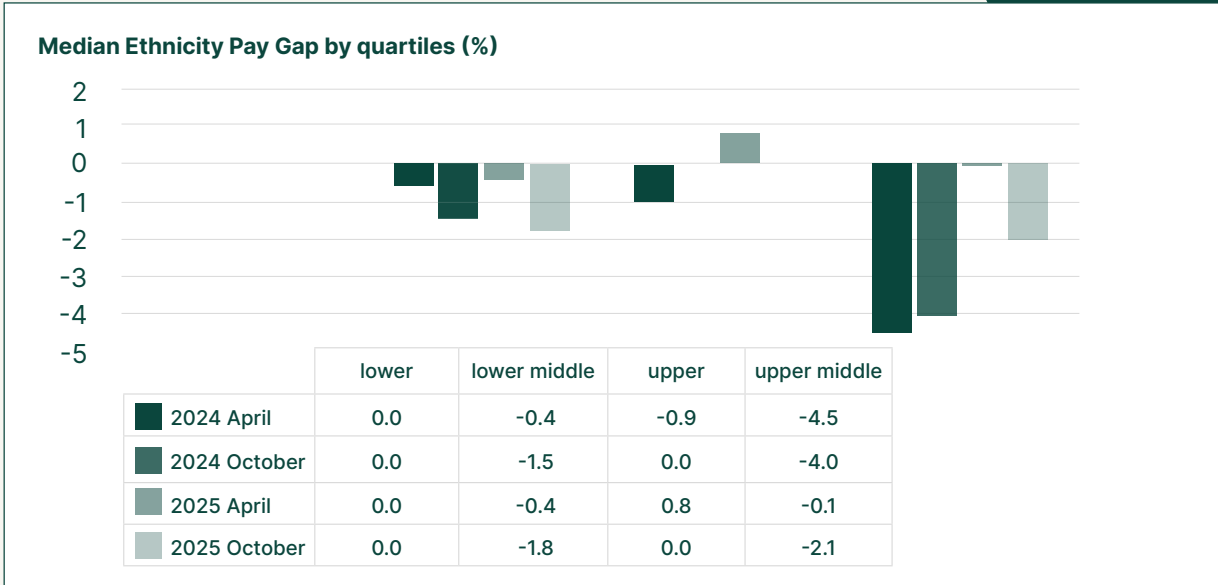
Ethnicity distribution by Quartile - April 2024



Ethnicity distribution by Quartile - April 2025



Representation of Black and Minoritised Ethnic colleagues across pay quartiles remained broadly stable between 2024 and 2025. The distribution shows that Black and Minoritised Ethnic employees continue to have slightly higher representation in the upper-middle and upper quartiles.



Quartile-level analysis shows that ethnicity pay differences are small and generally neutral across most of the organisation:

- Lower quartile: Median pay is equal in both years, driven by standardised pay scales which started at the same level as the Real Living Wage for 2025. Differences in the mean pay gap (between 3% and 5%) likely reflect small variations in job mix rather than structural pay gaps
- Lower-middle and upper-middle quartiles: Mean and median gaps remain close to zero, indicating no material pay disparity
- Upper quartile: Black and Minoritised Ethnic employees have slightly higher average pay in both years on a mean basis, which helps to drive the overall pay gap in favour of this group of colleagues.

Disability Pay Gap

What is a disability pay gap?

The disability pay gap is the percentage difference between average hourly earnings across the charity for Disabled colleagues compared with those who are not disabled. It is expressed as a percentage of the earnings of non-disabled colleagues. 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. Data is based on self-disclosed information recorded on our People system, as at April 2025 and October 2025.

A note on language

For the purposes of this report disability is self-identified and is defined under the Equality Act 2020 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. The definition of disability is wide and can cover mental, physical, sensory, learning conditions and impairments, long term health conditions and neurodiversity.

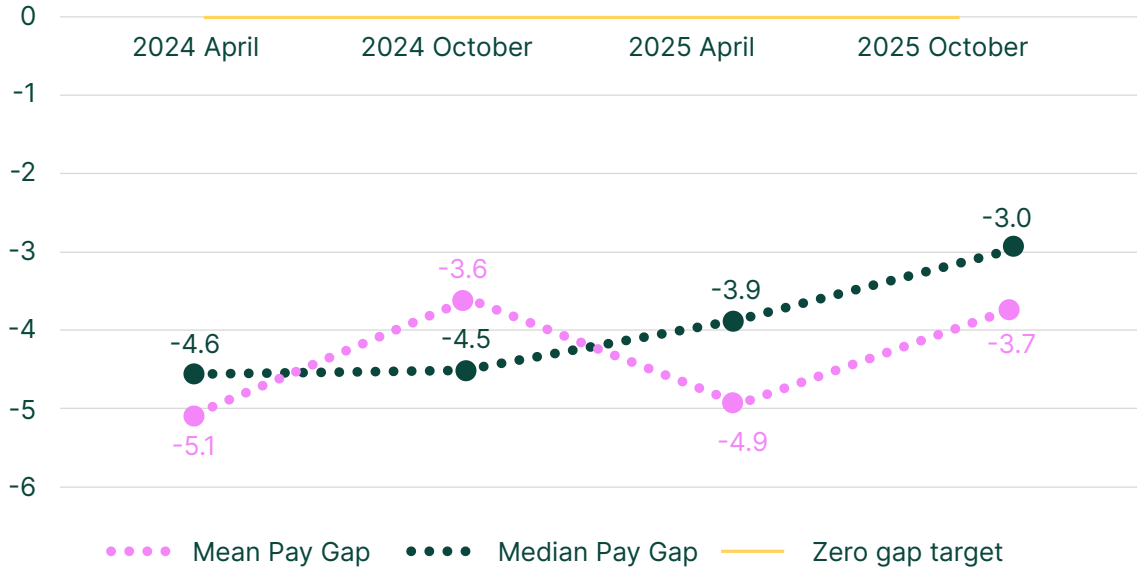
Understanding our disability pay gap

This is our fourth year of reporting on our disability pay gap, and sample size shows of the 5,263 count, 508 colleagues identified as disabled in comparison to 4,755 colleagues who identified as non-disabled. This shows 9.7% of our colleague population have disclosed they are disabled, increased from 9.4% in April 2024, 5.7% in April 2023 and 5.4% in April 2022 we are encouraged to see that our colleagues are confident to complete their self-disclosure of EDI information, which we have actively encouraged with the improvements in our data collection and launched our 'This is Me' data disclosure campaign in 2024.

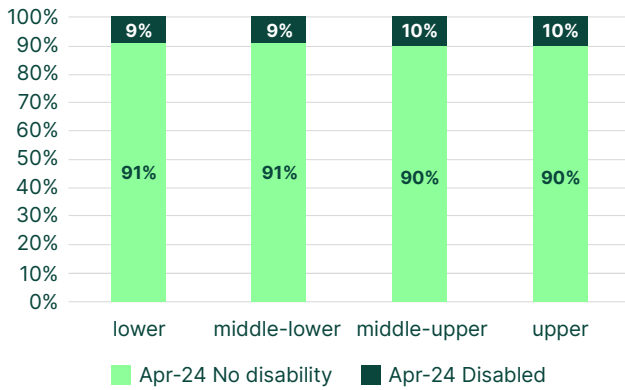
For April 2025 our median disability pay gap was -3.9% , which is in favour of our disabled colleagues. Our mean disability pay gap is -4.9% which again is in favour of our disabled colleagues. Both our mean and median disability pay gaps have moved slightly closer to zero-pay gap compared to April last year and in October 2025, there were further movement closer to a zero-pay gap in both the median disability pay gap (-3.0) and the mean disability pay gap (-3.7).



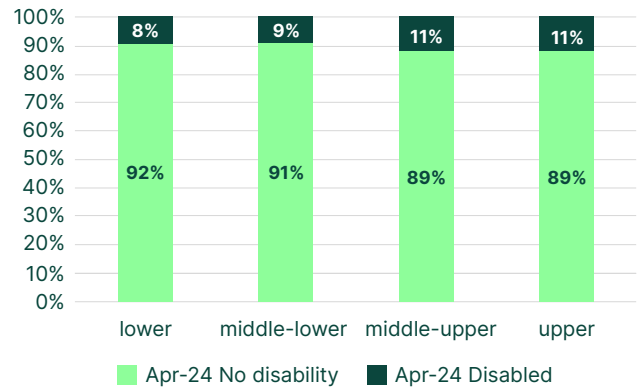
Disability Pay Gap (%)



Disability distribution by Quartile - April 2024

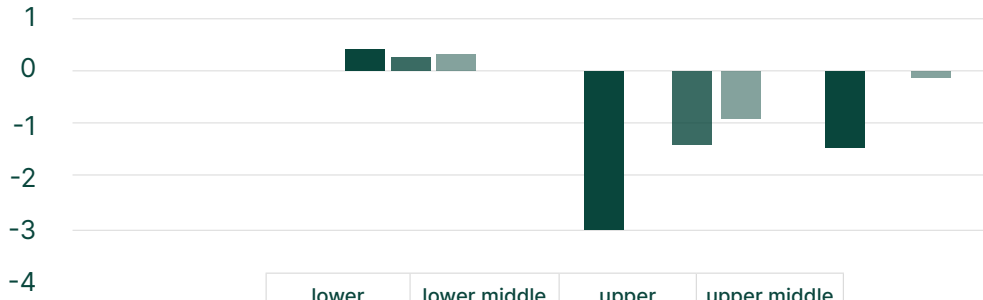


Disability distribution by Quartile - April 2025



Representation of disabled colleagues across pay quartiles remained broadly stable between 2024 and 2025. In April 2025, there were slightly more disabled colleagues represented in the middle-upper and upper quartiles than in April 2024.

Median Disability Pay gaps by quartiles (%)



	lower	lower middle	upper	upper middle
2024 April	0.0	0.3	-3.0	-1.4
2024 October	0.0	0.2	0.0	0.0
2025 April	0.0	0.3	-1.4	-0.1
2025 October	0.0	0.0	-0.9	0.1

Mean Disability Pay Gap by quartiles (%)



	lower	lower middle	upper	upper middle
2024 April	1.7	-0.3	-1.9	-5.3
2024 October	3.6	0.1	-0.6	-4.7
2025 April	0.9	-0.1	-0.9	-4.3
2025 October	1.8	-0.1	0.0	-2.6

Quartile-level analysis shows that disability pay differences are small and generally neutral across most of the organisation:

Key drivers for our gender pay gap:

- Lower: Median pay is equal in both years; mean differences (1–4%) likely reflect small variations in job mix rather than structural pay gaps.
- Lower-middle: essentially neutral, with no material disability pay difference.
- Upper-middle: Disabled employees earn slightly more on both a mean and median basis, though these effects are small.
- Upper: this is where the negative pay gap is most pronounced. Disabled employees earn 3–5% more on average than non-disabled colleagues. This is the primary driver of the overall negative gap (though on a median basis, it is more equal).

We must be mindful that there is a small proportion of disabled colleagues within our overall workforce, and any change to this colleague population could have a significant impact on the overall pay gap. Work continues to improve our inclusive recruitment practises and to honour our commitments as a Disability Confident Leader, which we are hopeful will continue to drive increased representation levels of disabled colleagues.

LGB+ Pay Gap

What is a LGB+ pay gap?

This is the third year that we are reporting on our LGB+ pay gap. The same data snapshot of 1 April 2025 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 People 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 have started to capture data for colleagues who identify as trans, however within this first year, we do not have a sufficient sample size which meets the threshold we set to be achieved before sharing data, to be confident in data sources. At such point that we are able to, it is our ambition to include it within future analysis and reporting.

Understanding our LGB+ pay gap

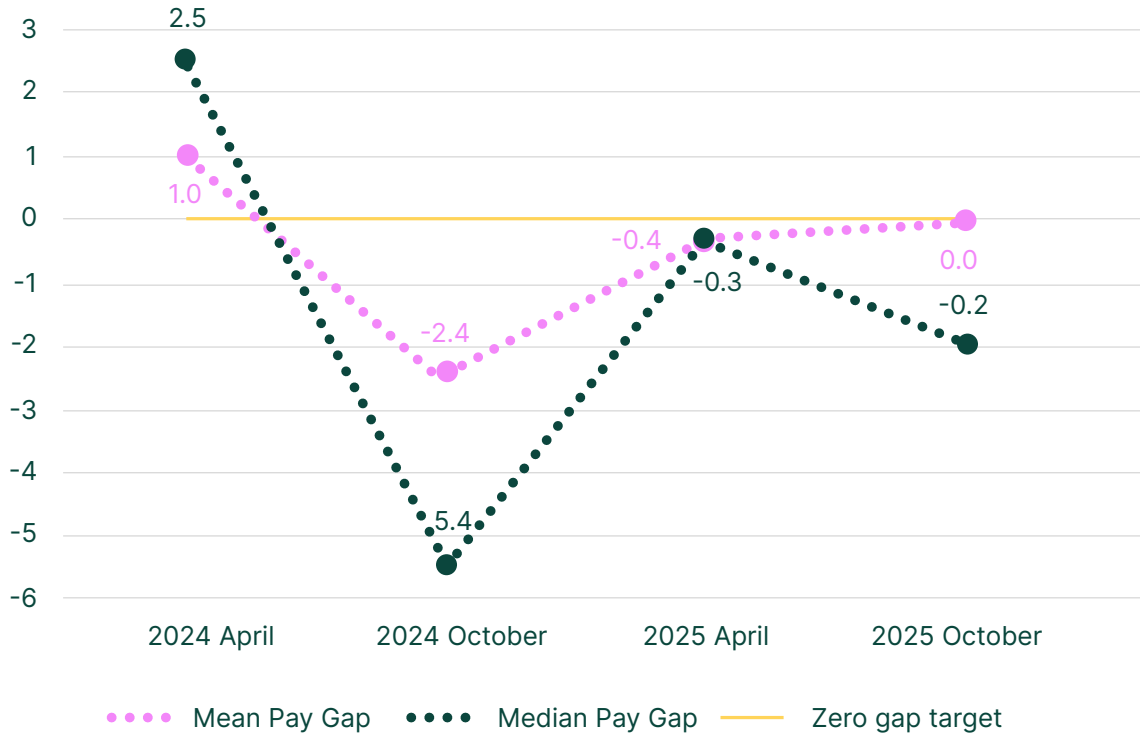
For our April 2025 reporting our LGB+ sample size shows of the 5,096 colleagues disclosed their sexual orientation, 422 colleagues identified as LGB+ based on the data categorisations available, in comparison to 4,674 colleagues who identified as heterosexual. This shows our LGB+ disclosure is 8.3% of our colleague population, increased from 7.7% in April 2024 and 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 EDI information, which we have actively encouraged with the improvements in our data collection and continuation of our 'This is Me' data disclosure campaign which launched in 2024.

In April 2025, our median LGB+ pay gap was -0.3% , in favour of our colleagues who have identified as LGB+. In October 2025, the pay gap widened again slightly in favour of colleagues who identify as LGB+, to -2% . Our mean LGB+ pay gap was -0.4% in April 2025, which is also slightly in favour of our colleagues who have identified as LGB+. This had raised to meet the target of a 0% pay gap in October 2025. This is an improvement upon April 2024 reporting, where both pay gaps were in favour of colleagues who identified as heterosexual, and October 2024 reporting, where the pay gaps had reversed and were more widely in favour of colleagues who identify as LGB+.

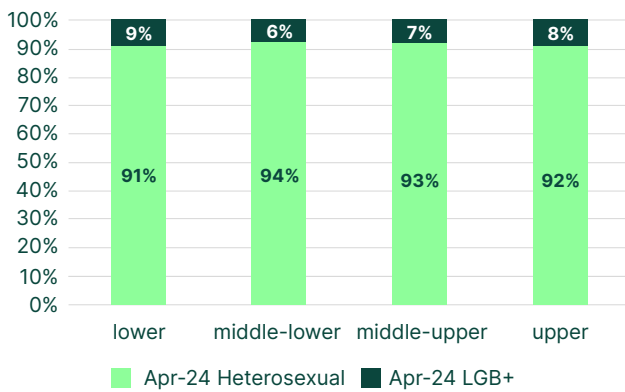
As with our disability sample data, lower representation levels mean that our LGB+ pay gap is harder to determine and any changes within this colleague population could have a significant impact on the pay gap figures.



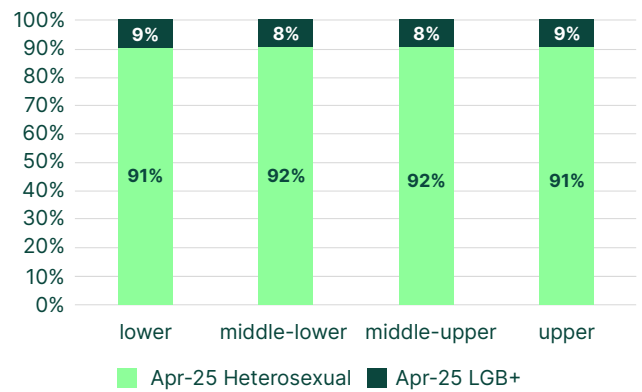
LGB+ pay gap (%)



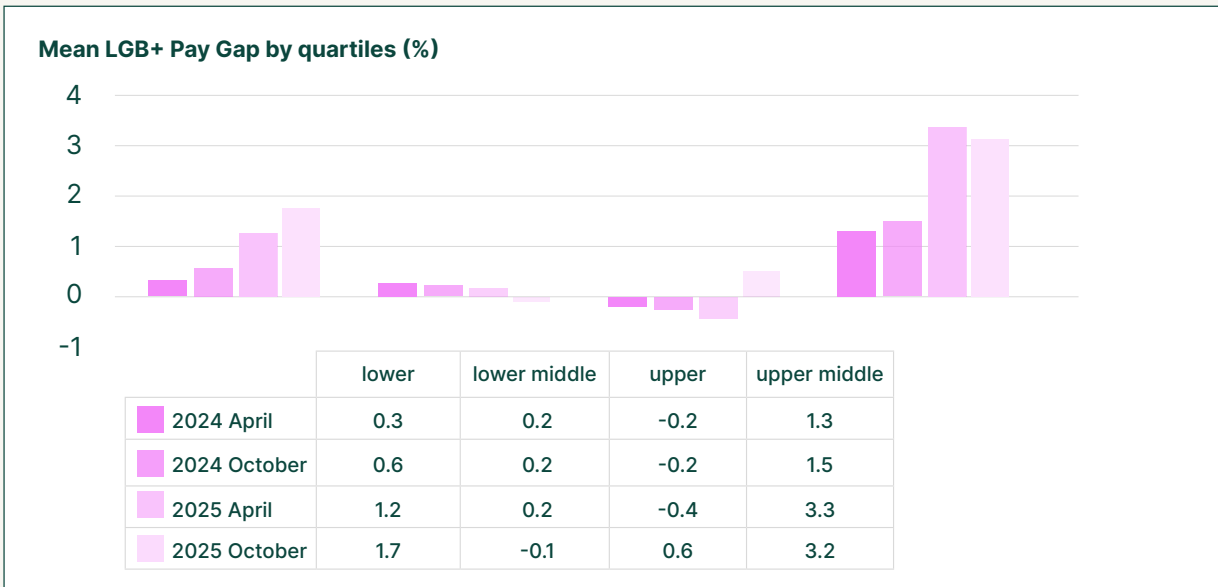
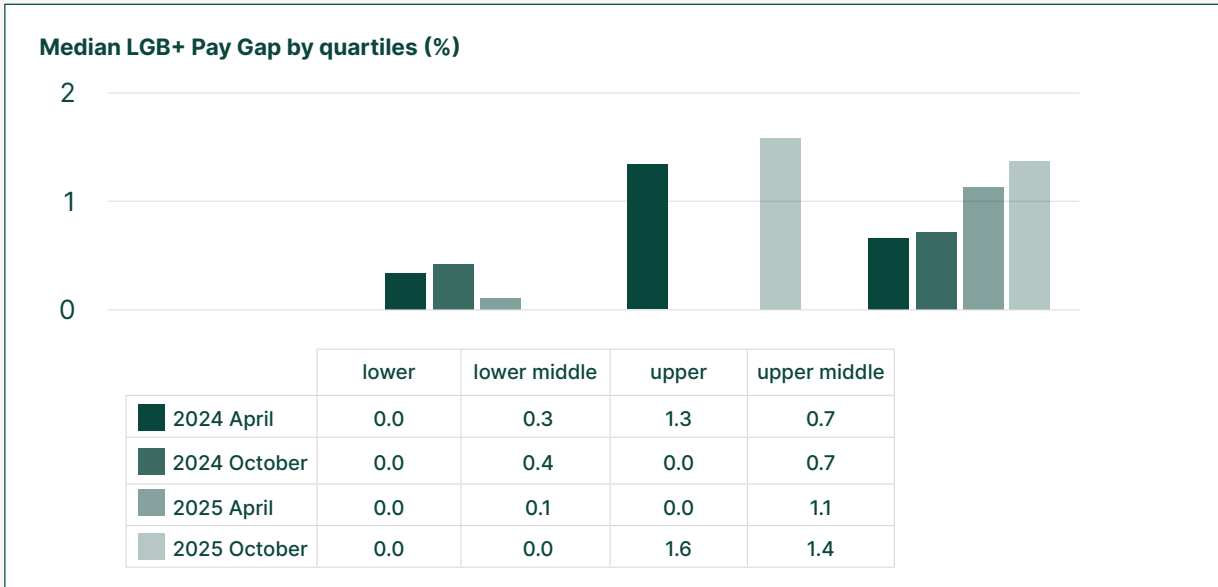
Sexual Orientation distribution by Quartile April 2024



Sexual Orientation distribution by Quartile April 2025



Representation of LGB+ employees is relatively consistent across quartiles over the past year.



Quartile-level analysis shows that disability pay differences are small and generally neutral across most of the organisation:

Key drivers for our gender pay gap:

- Lower: Median pay is equal in both years; mean differences (0–1%) likely reflect small variations in job mix rather than structural pay gaps.
- Lower-middle & upper-middle: essentially neutral, with no material disability pay difference.
- Upper: this is where the negative pay gap is most pronounced. LGB+ employees earn 3–5% more on average than heterosexual colleagues. This quartile explains most of the periods where the overall pay gap is slightly positive.

Taking Action

At Barnardo's we want to be a charity where everyone can belong, grow and thrive. During 2024/5 we have continued with several of the commitments and made progress on our planned actions, set out last year, as shown.



Continued work on progression and growth including apprenticeships, secondments, placements, development opportunities such as shadowing and taking on voluntary roles such as leading a network or being an EDI champion.



Our Learning & Development offer has continued to expand, aiming to widen the opportunities available and make sure that development is accessible and inclusive for our colleagues. This includes the launch of our Leadership Development Programmes. Offered at three different levels, these programmes offer leaders and aspiring leaders a minimum of 12 months of expert-led sessions, social learning, project work and 1-1 coaching, with a recognised leadership qualification at the end. Overall take up of the Leadership Programmes so far is 154 places, of which 80% were female colleagues.



In addition, we have actively promoted our collaboration with Upfront offering colleagues access to their six-week Charity Bond online program, designed to enhance the confidence and leadership skills of women working in the charity sector. We are currently advertising spaces for the fourth bond, due to take place in Summer 2026.



We reviewed our inclusive recruitment practices during 2025 and made improvements to our advertising approach to strengthen our engagement of, and increase application rates from, Disabled and Black and Minoritised Ethnic candidates. We have seen a positive impact from this change and are seeing this follow through in conversion rates to offers and hires, which in turn is improving representation within our colleague population. We have also refreshed our Job Descriptions to use neutral language and ensure that only truly essential criteria are marked as such, to encourage applications from those with wider and potentially alternative sources of experience. Colleagues involved in recruitment are required to complete Licence to Recruit training which raises awareness of bias in recruitment and how bias can be challenged.



We have met our commitment to move to bi-annual checks for Pay Gap reporting, with this report being our first bi-annual checking report, which we will continue to undertake.



We ask Equality Impact Assessments (EIAs) to be completed in all our decision making so that we are embedding the public sector equality duty to eliminate discrimination, promote equality and foster good relations. This provides us with the opportunity to assess the impact of our actions on specific groups enabling us to reduce any potential inequality and inform equality action plans. We have seen an increase in the completion rate and improvement in the quality of EIAs.



Pay Governance mechanisms have continued robustly and particularly for pay movements that occur outside of the Annual Pay Award process to mitigate bias, and taken appropriate corrective steps if pay disparity is a cause for concern.



We continue to explore and use deep dive checks to make informed decisions and recommendations to address any Pay Gaps of concern. For example, we have undertaken further internal analysis on our upper quartile gender profile to seek to address our gender pay gap. As part of this we are also utilising Belonging Boards to both share progress and look for further opportunity to improve and act in support of our commitment to pay equity.



Intersectionality is a key consideration throughout our People and Culture and EDI work. Intersectionality was explored when we were looking at our diversity pay gap and is embedded in our anti-racism and disability commitments and action plans.



Furthermore, during 2024 we set out our intent and approach to support our colleagues experiencing menopausal symptoms, through the launch of our Menopause Policy and Toolkit, codesigned with our Women's network. We have also procured enhanced support provisions through our Occupational Health provider and Benefits providers so that we have the coverage and expertise to support colleagues experiencing the menopause and perimenopause. We worked with our Occupational Health providers to run a series of webinars including wellbeing, menopause and women's health and through our Employee Assistance Programme offer online access to menopause Cognitive Behavioural Therapy to support colleagues experiencing menopausal symptoms. The Women's network also facilitate regularised supportive discussional spaces for our colleagues on Women's health and Menopause. As a predominantly female workforce Women's Health and Menopause are important to us, and whilst we have much in place to support colleagues already, this continues to be a focus area for us during the coming year, and will stand us in readiness for Equality Action Plan requirements coming into force in 2027, which we already feel equipped to satisfy.

In 2026, we will continue to focus on improving our data quality through a relaunch of our 'This is Me campaign', encouraging colleagues to update their EDI Profile on our People system, giving us more insight on the diversity of our colleagues.

We are focusing on supporting our colleagues' financial wellbeing through promotion of an enhanced rewards, benefits and support provisions through our new benefits platform 'Bespoke'. In addition, we are making targeted improvements, such as to our pension provision contribution rates options to help our colleagues to generally plan for their future, but also to actively encourage our female colleagues to consider their pensions position. We are actively engaging with, and being supported by, our inhouse Women's Network on this. However, we will be exploring all opportunities with our other networks and Belonging Boards to gain optimum reach.

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.
- We are working on our mental health and wellbeing support and offer which will encapsulate the Thriving at Work Standards
- We continue to consider our pay gap reporting 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 and our Patient and Carer Race Equality Framework.
- We are developing LGBT+ action plan, working closely with our LGBT+ strategy group and our LGBT+ network.
- We are improving our understanding of intersectionality within our workforce through data analysis, colleague experience, research and training.



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