



DIVERSITY PAY GAP REPORT

2023-2024



Changing childhoods.
Changing lives.

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Foreword

by Lynn Perry MBE, Chief Executive, Barnardo's




At Barnardo's we're committed to creating a community where everyone can belong, grow and thrive.

It's important to us that we continue to attract, recruit and progress colleagues who represent the diverse children and families we serve across the UK.

We believe that understanding, reporting, and acting on our pay gaps for colleagues with Protected Characteristics is a key part of our ongoing journey towards greater equality, diversity and inclusion.

That's why we're proud that for the first time, our Diversity Pay Gap Report for 2023-24 includes data covering four areas. In addition to the legally required Gender Pay Gap¹, the gap for colleagues who are Black and Minoritised Ethnic², and the gap for disabled³ colleagues, we are also now reporting on the gap for colleagues who identify as LGB+⁴. In line with our long-standing core values and our commitment to our people and culture strategy that we want our colleagues to Belong, Grow and thrive at Barnardo's, a key foundation to this is an inclusive environment.

In 2023-24 we made a significant investment in our pay and reward framework, to help make sure our offer was fair, attractive and progressive. This included intervention to remove inconsistencies in pay and has helped to reduce pay gaps linked to Protected Characteristics.



The data in this report is taken from April 2023, and shows that with 84% of our colleagues being female, Barnardo's overall median gender pay gap was 7.7% in favour of men and our mean gender pay gap was 12.9% in favour of men. Whilst the median gender pay gap increased by 2% compared with 2022-23, it remains well below the national average of 14.3%. Our data shows that this pay gap has been decreasing overall since reporting began in 2017, excluding the years impacted by the pandemic and furlough scheme. This year, we are also conscious that during the period when the sample is taken (in line with statutory requirements) – in April 2023 – we were going through two key changes internally: one was a major change in our HR and Payroll systems, and the other was our move to a new pay framework. We believe this has caused some distortion in the data, and for this reason we have also included in this report some analysis of the data based on our pay on 1 October 2023, as we think this will be a truer representation of our data, and which does show a smaller gender pay gap.

Our wider Diversity pay gap analysis also shows that we maintain Ethnicity pay gap in favour of Black and Minoritised Ethnic colleagues, a balanced position for our disability pay gap and for our first-year reporting LGB+ pay gap shows a small differential.

We are continuing to take action as a charity to drive equality, diversity and inclusion. This year we are particularly focused on improving our data quality and encouraging colleagues to update their Protected Characteristics data. We are also asking colleagues to record whether they are Care Leavers, which will help us to make sure we are providing opportunities to people who grew up in the care system. This speaks to our values and our history as a charity.

All this information is held securely and confidentially and is only visible to the individual. At the same time, it allows us to understand our people and their experiences better, and inform our decision making.

We will build further on our plans based on the data from this report and our internal analysis, and will strive to reduce our gender pay gap and to address any other pay gaps.

Finally, whilst addressing our pay gap is extremely important, we know there are many other factors that influence fairness and equality in the workplace, and this continues to be front of mind at 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 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>
 - 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 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.

Our Pay Gaps: What do we know?

Our 2023-24 Diversity Pay Gap Report is our third year of publishing our pay gap position for Black and Minoritised Ethnic colleagues, second year for disabled colleagues, and our first LGB+ pay gap data. We have taken the opportunity to reflect directly on the previous year, but also in our wider trends and progress.

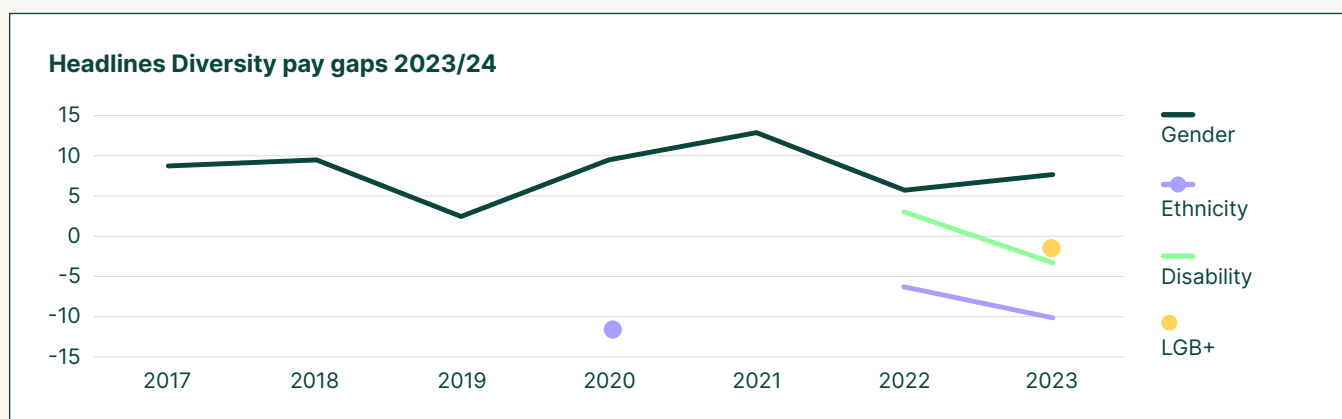
Headlines Diversity pay gaps 2023/24

	2022/23	2023/24 Statutory Reporting date	2023/24 Comparison date 1 October 2023
Gender – Median	5.7%	↑ 7.7%	↓ 4.6%
Gender – Mean	12.3%	↑ 12.9%	↓ 9.8%
Ethnicity – Median	-6.37%	↓ -10.1%	↓ -8.8%
Ethnicity – Mean	-4.71%	↓ -5.6%	↓ -8.2%
Disability – Median	3%	↓ -3.3%	↓ 0%
Disability – Mean	-0.4%	↑ 0.5%	↑ 2.6%
LGB+ – Median		-1.5%	0.2%
LGB+ – Mean		-1.7%	-4.3%

Whilst we have seen an increase of 2% on the 2022-23 median gender pay gap, it remains well below the national average of 14.3%. Overall our trajectory shows our pay gap narrowing, since reporting began in 2017, excluding the years impacted by external factors through the pandemic and furlough scheme, as shown below. In addition, during the period when the sample is taken (in line with statutory requirements) – in April 2023 – we were going through two key changes internally: one was a major change in our HR and Payroll systems, and the other was our move to a new pay framework. We believe this has caused some distortion in the data, and

for this reason we have also included in this report some analysis of the data based on our pay on 1 October 2023, as we think this will be a truer representation of our data, and which does show a smaller gender pay gap. We continue to keep a sharp focus on this in the coming year to ensure there is no further drift.

Our wider analysis shows that we maintain a pay gap in favour of Black and Minoritised Ethnic colleagues, a balanced position for our disability pay gap and for our first-year reporting LGB+ pay gap shows only a small differential, as shown here.



Gender Pay Gap - What does it mean?

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires Barnardo's to carry out Gender Pay Reporting¹

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.²

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.



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 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>

² www.equalityhumanrights.com/en/advice-and-guidance/what-difference-between-gender-pay-gap-and-equal-pay

Understanding our Gender Pay Gap

Median pay gap

As of April 2023, our median gender pay gap is 7.7% in favour of men, up from 5.7% the previous year). This is well below the national average of 14.3% (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 12.9% (up from 12.3% the previous year) in favour of men. This compares to the national average of 13.2%. The mean pay gap represents the difference between the average salaries of females and males across our total workforce.

Gender pay gaps have to be calculated based on data from 1 April in any given year.

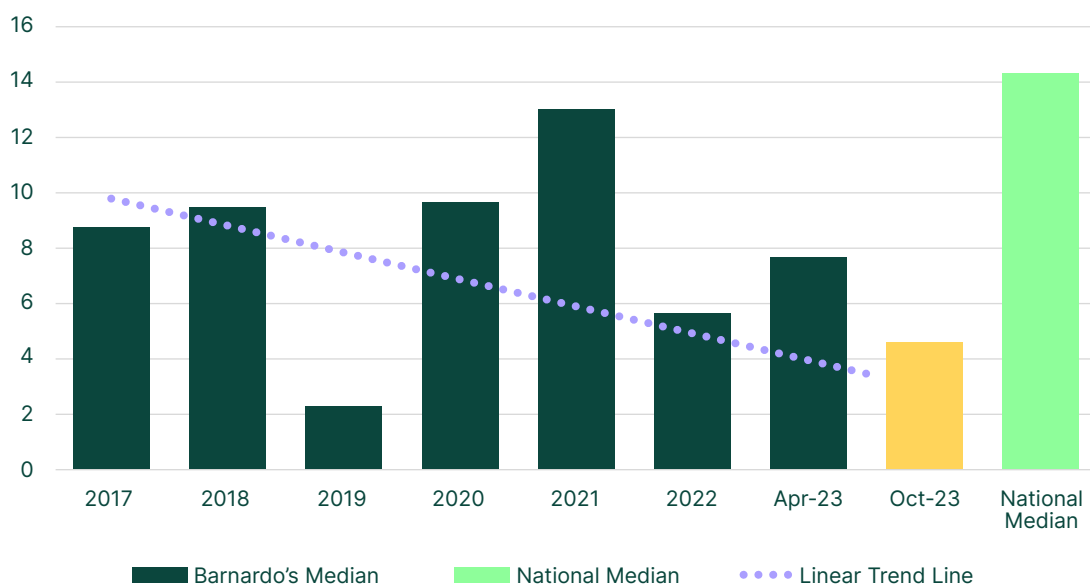
In April 2023, Barnardo's was in the process of moving to a new HR and Payroll system, to improve efficiency for the charity. We were also implementing a new pay framework to make sure our pay is fair, attractive and progressive. The combination of these changes impacted our sample sizes and may have distorted the data.

To account for this, we took a snapshot of our colleagues' pay on 1 October 2023, our new pay framework was implemented and we had moved to the new HR/payroll system. Based on the October data:

- Our median pay gap would have been 4.6%, which is 3.1% less than our April 2023 gap, and down from 5.7% in 2022.
- Our mean pay gap would have been 9.8%, which is also down 3.1% on our April 2023 position and down from 12.3% in 2022.

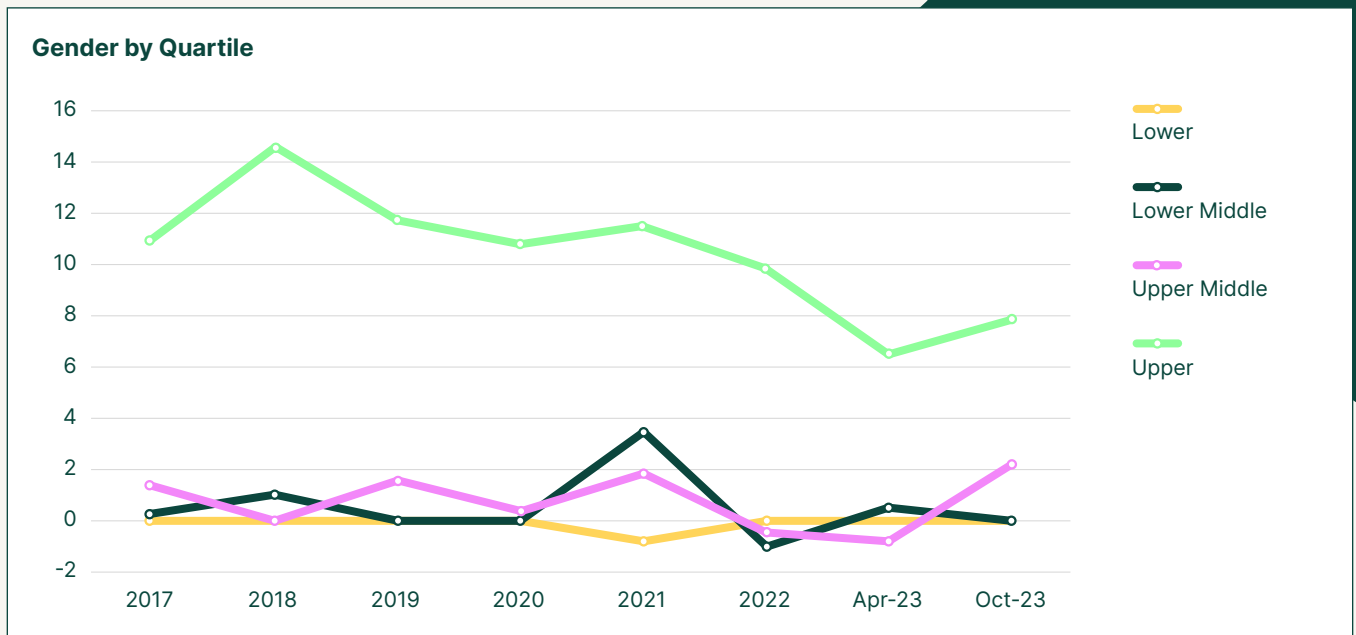
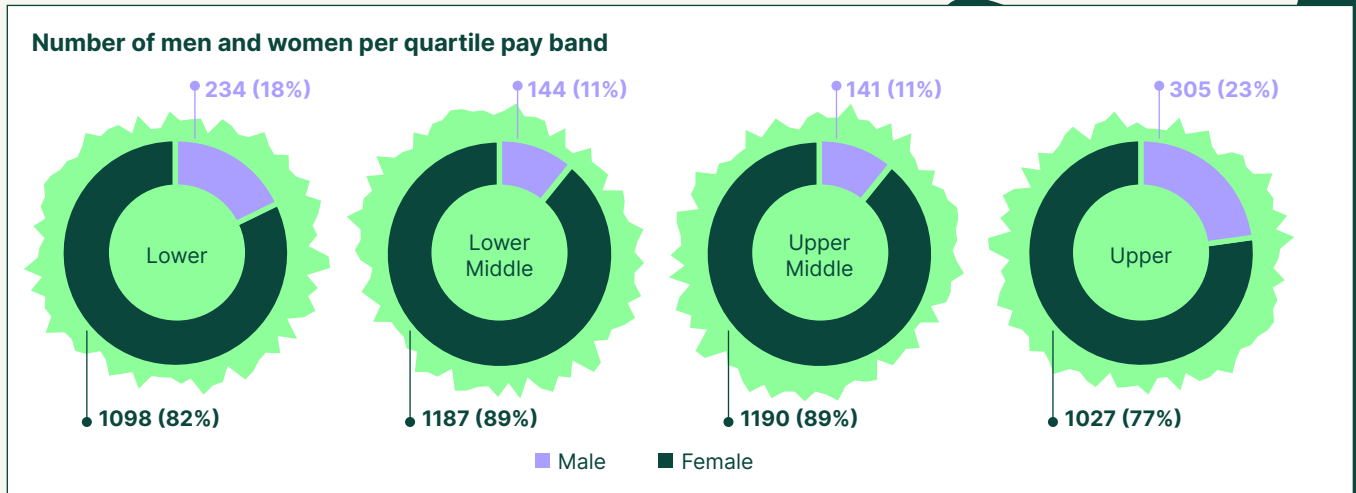
Whilst this is not the official snapshot date this does show a downward trend in our gender pay gap, which may be more reflective of our actual pay gap.

How Barnardo's compares with national gender pay gaps



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 4 equally-sized groups, ranked from highest to lowest hourly pay. Number of men and women per quartile pay band.



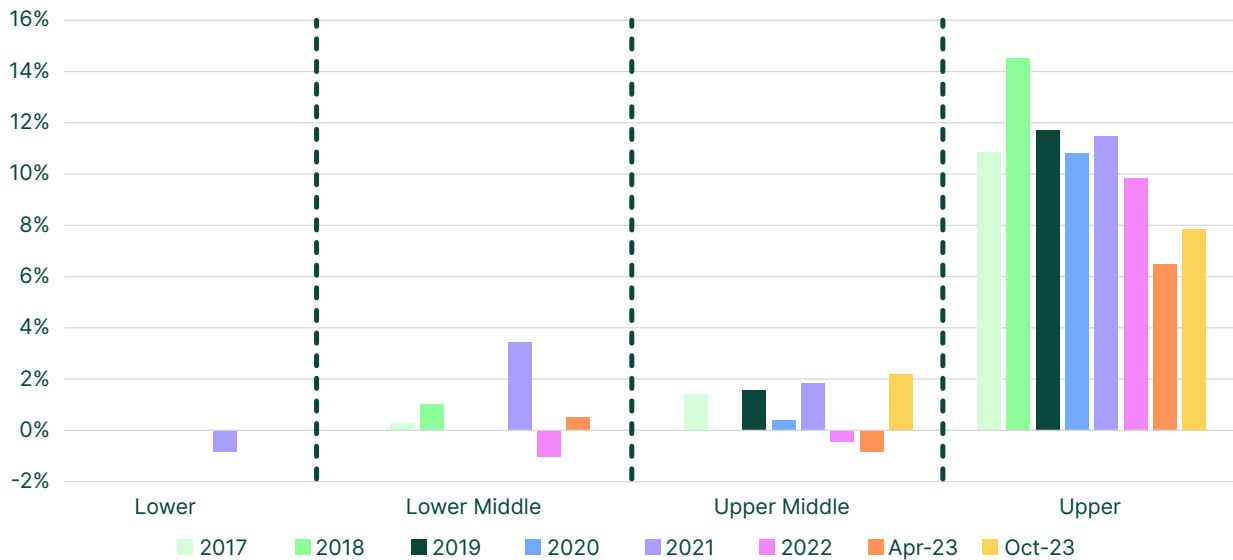
This year's analysis shows movement in every quartile. The largest movement is in the upper quartile, which shows an increase in men earning a higher hourly rate. This is however a smaller increase than in the previous year. In addition, in the lower quartile, we can also see men earning a higher hourly rate.

We remain committed to taking action to address our gender pay gap and will be analysing and reflecting further on the data from this report.

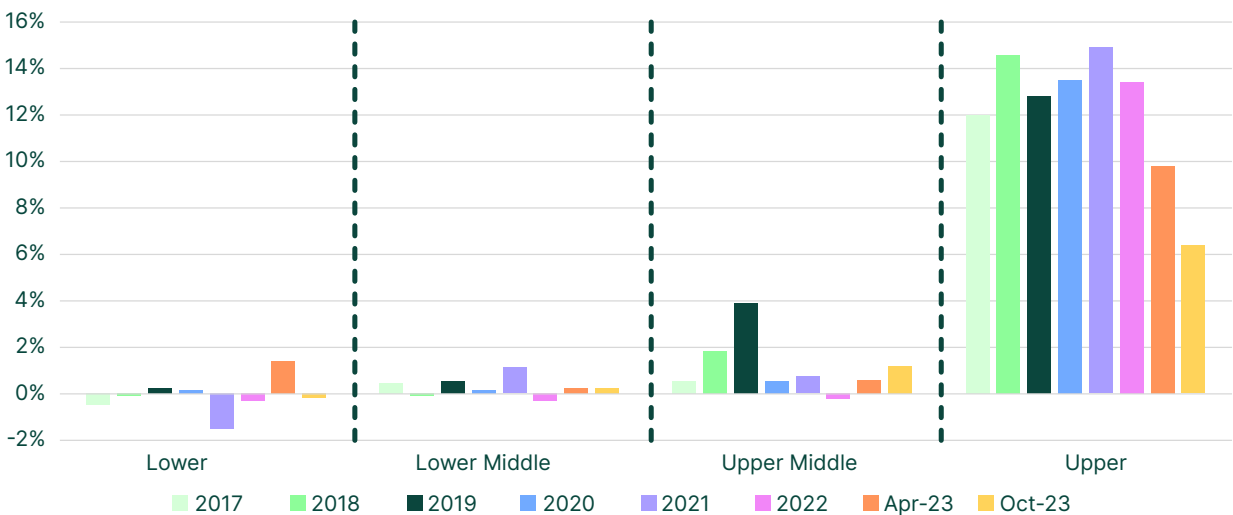
To note, these changes would look different using the October 2023 data as outlined above.



Barnardo's median pay gap per quartile 2017-2023



Barnardo's mean pay gap per quartile 2017-2023



Key driver 1: There is a higher proportion of men than women in the upper quartile. Barnardo's workforce is predominantly female but the proportion of the workforce in the upper quartile that is male is higher (37%) than the proportion of males across the whole of the workforce (16%). This is one of the key elements affecting our gender pay gap and is therefore an area of continued focus in our action plan.

Key driver 2: The representation of women in the upper quartile is 19.2%, which has reduced compared to 22.8% in 2022/23, while our overall gender split remained broadly the same compared to last year at 84%:16%. The median of 6.5% and mean of 9.8% shows a reduction of around 3% in both gaps this quartile since last year.

Statutory Information: Bonus Data

During the 2023 reporting period, no bonus payments were made to any Barnardo's employees.

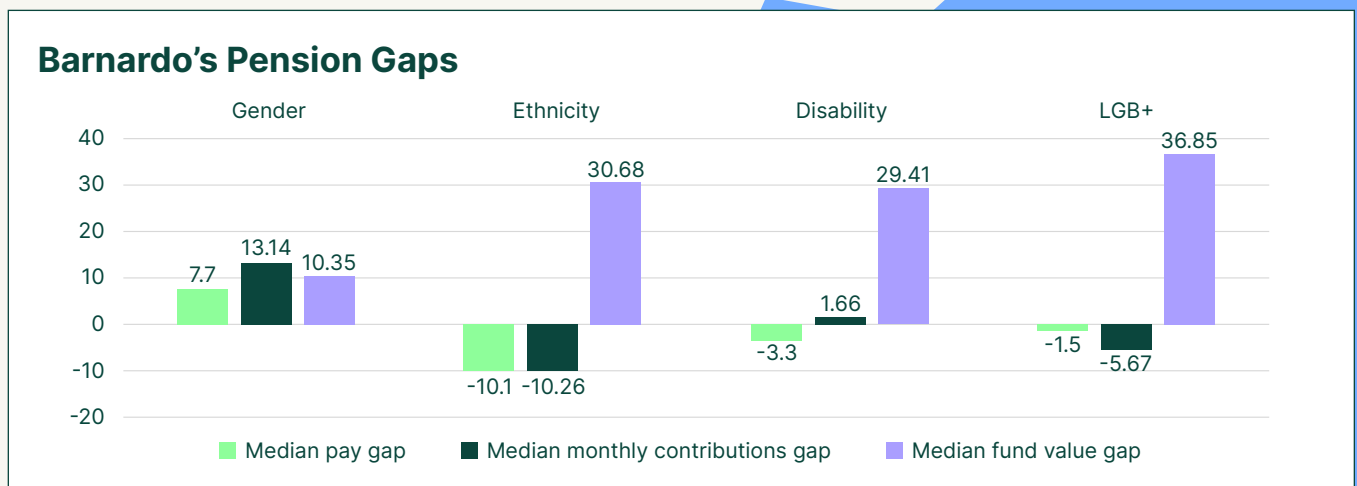
Diversity Pensions Gap

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 first time, and have continued to consider our wider Diversity Pensions pay gaps from 2022/23.

Our initial analysis shows that our gender pensions gap is around 13% in favour of men, reduced from our 25% figure from 2021/22, however this still remains close to double the size of the gender pay gap. The measures in place to redress the gender pay gap will in time feed through to the pension numbers and reduce the pensions pay gap, but even if we eliminate our gender pay gap, the gender pensions gap may continue due to historical disparity and the fact that women are more likely to work part-time and take a career break, resulting in lower pensions contributions. Barnardo's does have active measures in place to support our female colleagues with their pension such as paying pension contributions for the full 52 weeks for colleagues on maternity leave, and will actively consider other measures that could further increase pension provision.

For our other Diversity pensions gap analysis, we see a trend reflective of our pay gap. There is a more favourable position for Black and Minoritised Ethnic colleagues at -10.26% and our LGB+ colleagues at -5.67%, in the context of the monthly contributions. Our pension gap for disabled colleagues also follows the pay gap, being less favourable at 1.66% in the context of the monthly contributions. However, for all the other diversity pension gaps there is a large gap in the overall fund value. This is driven from other factors outside of pay or pension contributions rates, but reflect the demographics of relevant colleagues – notably their age profile and length of service with Barnardo's, which affects the size of the pension fund.

Barnardo's has measures in place to maximise pensions for employees, including by matching personal contributions up to 6%, and making the whole salary pensionable. We continue to actively consider other measures that could further increase pension provision, including ensuring employees are fully aware of the choices they can make.



¹ Our pension snapshot data from our provider is 30th November 2023, therefore not directly comparable to our Pay Gap snapshot date of 1 April 2023.

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.

Understanding our Ethnicity pay gap

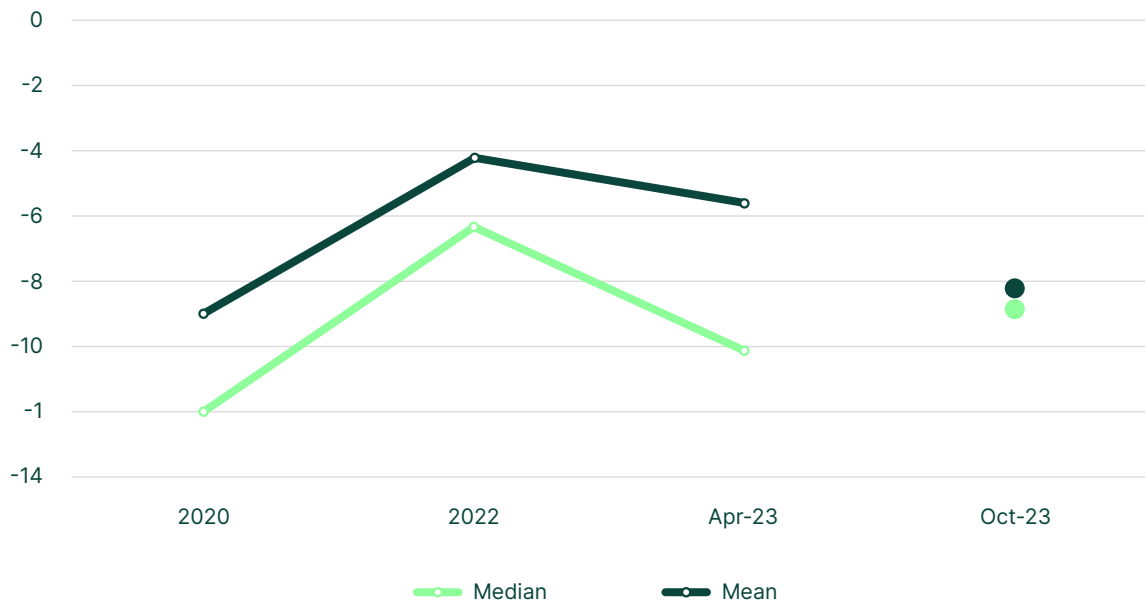
The data used to calculate our Ethnicity pay gap is the same snapshot from April 2023 that we have used for our gender, disability and LGB+ pay gaps.

Our overall findings show that we have a positive Ethnicity pay gap in favour of Black and Minoritised Ethnic colleagues. For 2022/23, Barnardo's median Ethnicity pay gap is a positive variance of -10.1%, towards Black Minoritised Ethnic colleagues, which has increased further from our -6.37% position last year. Our mean Ethnicity pay gap is also positive at -5.6% which has again increased from -4.71% position last year. This is based on a smaller sample size compared with the gender pay sample used for calculation. This is due to Ethnicity data relying on self-disclosure from our colleagues. 6.43% do not wish to disclose their Ethnicity, though this has decreased since last year, which is a positive indication.

As with our gender pay gap reporting, as we anticipated some distortion of the April 2023 data, we also took a snapshot of our colleagues' pay on 1 October 2023. As of this date, our median Ethnicity pay gap would have been -8.8%, which is an increase from -6.37% in 2022 and our mean pay gap would have been -8.2%, which is also an increase from -4.71% in 2022. Whilst this is not the official snapshot date this does show the continued positive trend in our Ethnicity pay gap, and which may be more reflective of our actual pay gap.

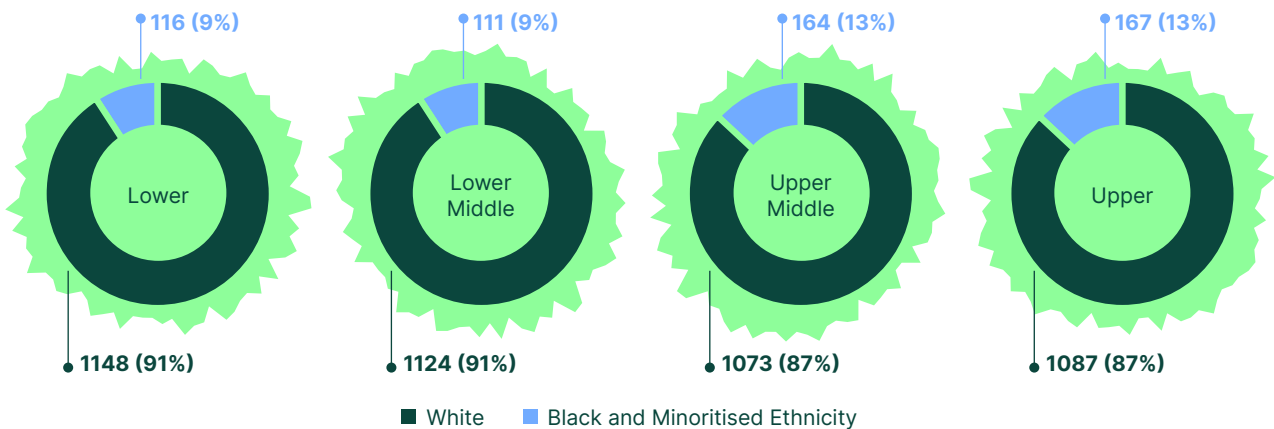


Ethnicity pay gap trend analysis



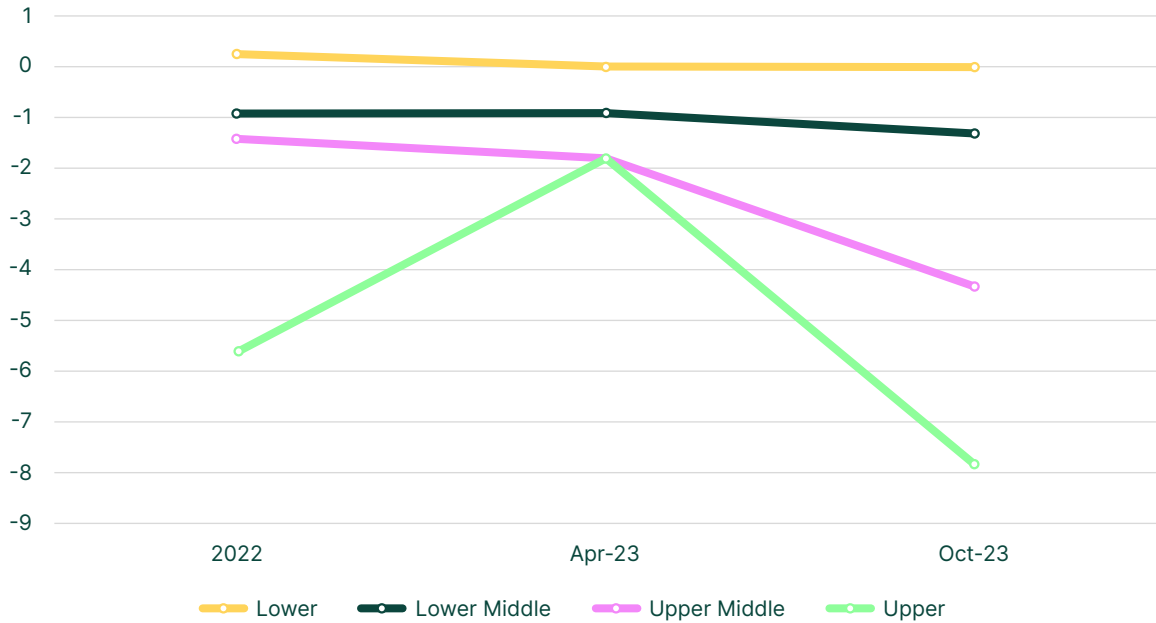
Our Ethnicity pay gap position has been positive since we began reporting in 2020. We did not report on this data for 2021, as we were not confident of its quality due to the impact of the pandemic and furlough scheme. However, we will continue to undertake further analysis to understand the change in the median figures since last year's data and to understand any differences in the pay gap for individual Ethnic groups, and different parts of the charity which could require focus and action.

Number of Black and Minoritised Ethnic per Quartile Pay Band



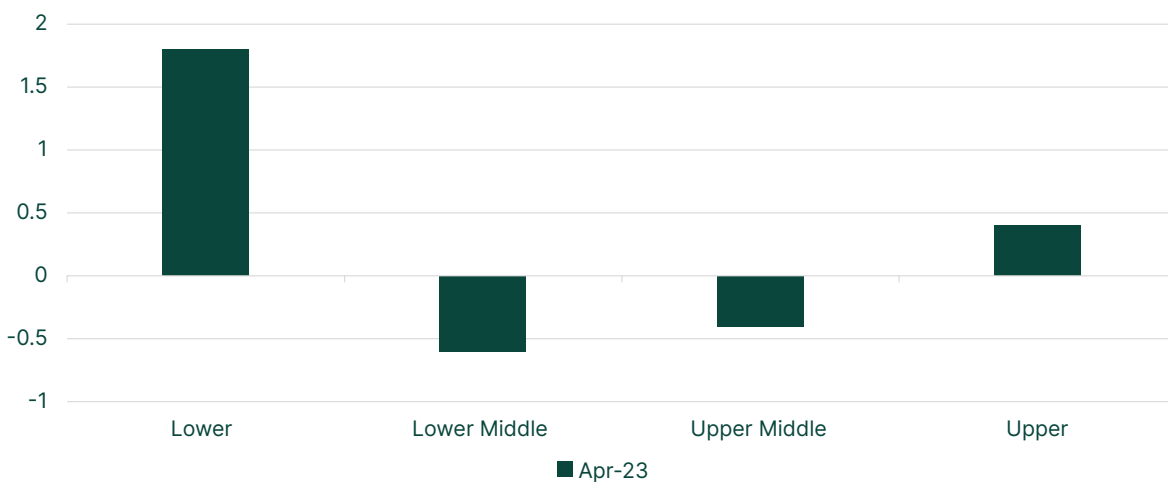


Ethnicity Pay Gap by Quartile

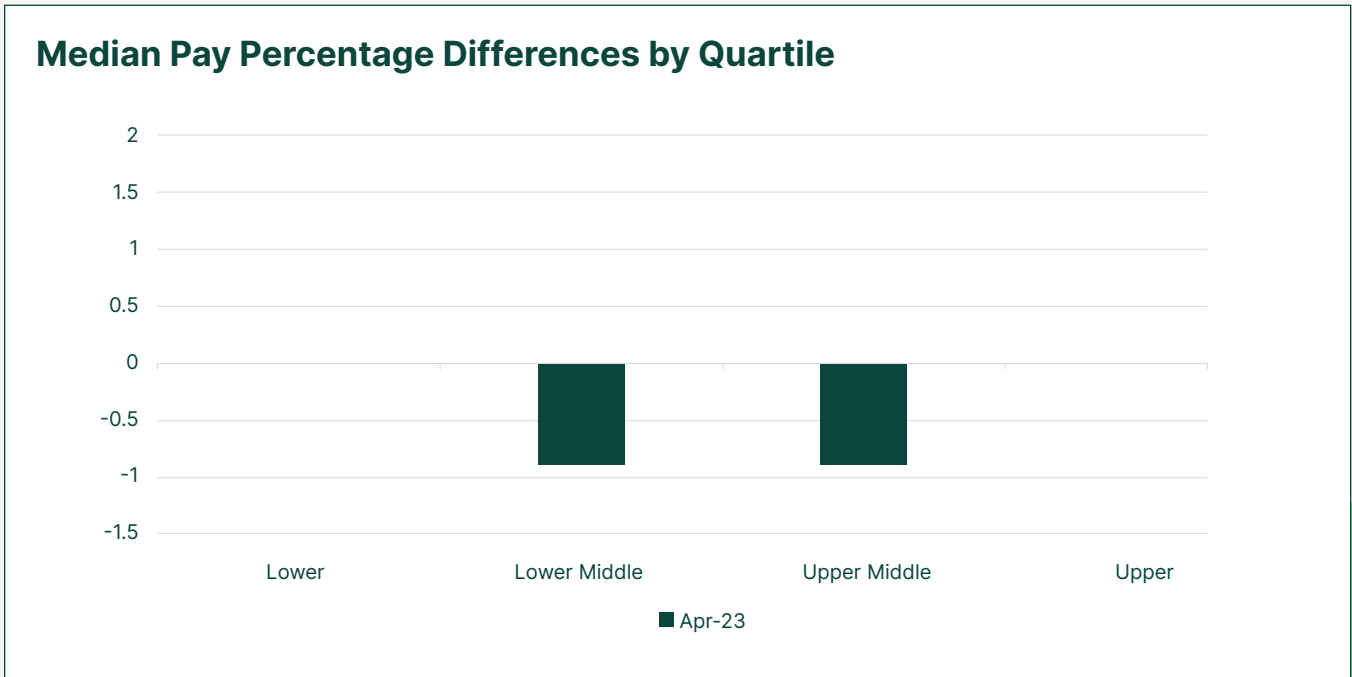


This year's analysis shows that the lowest percentage of Black and Minoritised Ethnic colleagues are in Quarter 2 (which is the lower middle quartile) at 2.2%. The next lowest percentage of Black and Minoritised Ethnic colleagues is in Quarter 1 (which is the lower quartile) at 2.3%. The highest representation for Black and Minoritised ethnic colleagues is within Quartile 4 (the upper quartile) at 3.35%. This is closely followed by representation in Quartile 3 (the middle upper quartile) at 3.29%. It is this uneven distribution of Black and Minoritised Ethnic colleagues towards higher paid roles (quartiles 3 & 4) that primarily drives the overall pay gap in this group's favour, as opposed to being driven by disparities within the pay quartiles. Indeed, when cutting the data into income quartiles, the magnitude of the pay gaps narrows to around 0-2%.

Ethnicity pay gaps by quartile



The mean pay gap of 1.8% in Quartile 1 (the lower quartile), means that Black and Minoritised Ethnic colleagues earn less compared to white colleagues. In Quartile 2 (the lower middle quartile) there is -0.6% difference with the mean for Black and Minoritised Ethnic colleagues being paid slightly higher than for white colleagues. The third Quartile (upper middle) shows a pay gap of -0.4% with Black and Minoritised Ethnic colleagues earning more than for white colleagues. In Quartile 4 (upper quartile) Black and Minoritised Ethnic colleagues earn less with a mean pay gap of 0.4 than for white colleagues.



The median pay percentage differences by quartile show a similar pattern to the mean. With a positive gap of -0.9% in Quartile 2 and Quartile 3 where Black and Minoritised Ethnic colleagues are paid more than white colleagues. There is no pay gap in Quartile 1 or Quartile 4 with a 0% pay gap, although in Quartile 4 (the upper quartile) our Black and Minoritised ethnic colleagues are paid 1 penny more than white colleagues.

LGB+ Pay Gap

What is a LGB+ pay gap?

This is the first year that we reported our LGB+ pay gap. The same data snapshot of 1 April 2023 has been used for all diversity reporting along with the same definitions (based on statutory requirements for gender pay gap reporting).

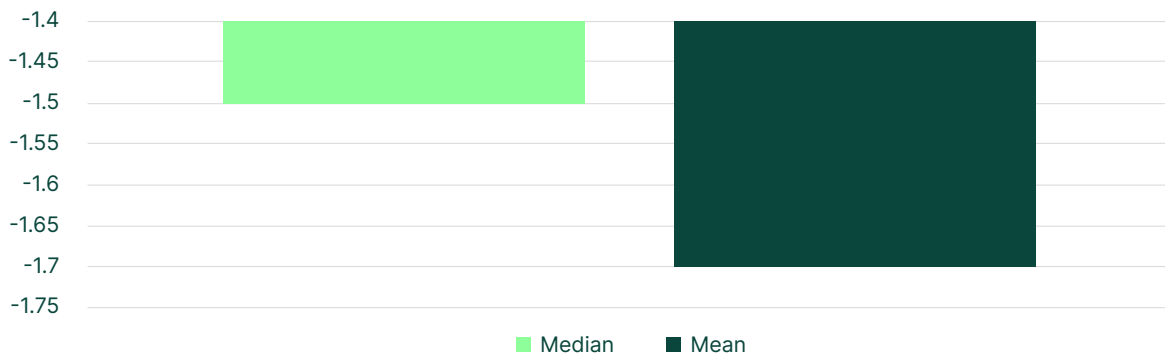
The LGB+ pay gap is calculated based on sexual orientation category data from our HR system and aggregated, to obtain the percentage difference between average hourly earnings for colleagues who have identified as LGB+ compared with those who have identified as Heterosexual across the charity. This includes data categories bisexual, gay man, gay woman/lesbian, pansexual or 'something else'. Due to constraints in trans data capture, we are unable at this point to report on this. We hope to address this for the next cycle of reporting.

Understanding our LGB+ pay gap

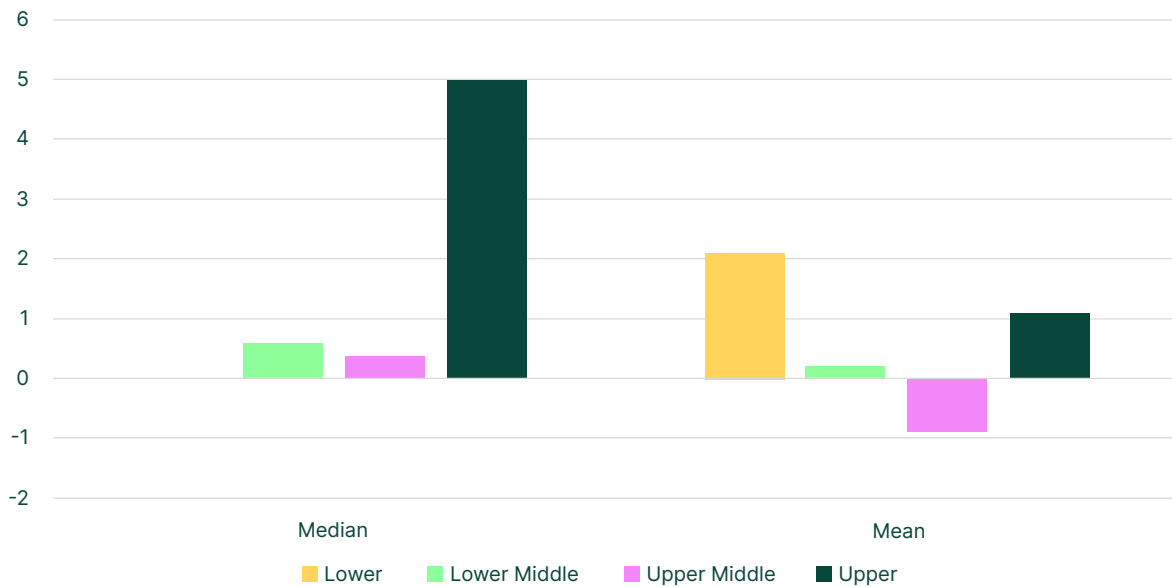
For 2022-23, Barnardo's median LGB+ pay gap was -1.5%, in favour of our colleagues who have identified as LGB+, compared with those who have identified as Heterosexual. Our mean LGB+ pay gap is -1.7% in favour of our colleagues who have identified as LGB+, compared with those who have identified as Heterosexual.

As with our other diversity pay gap reporting, since we anticipated some distortion of the April 2023 data, we also took a snapshot of our colleagues' pay on 1 October 2023. For comparison as of October 2023 snapshot date our median LGB+ pay gap would have been 0.2%, in favour of those who have identified as Heterosexual. Our mean LGB+ pay gap however would have been -4.3% in favour for colleagues who have identified as LGB+.

LGB+ Pay Gap 2023



LGB+ pay gaps by Quartile



For our April 2023 snapshot, we can see the differences in mean hourly rates by each quartile, which influences our LGB+ pay gap.

In Quartile 3 (middle upper) the mean pay gap is -0.9% in favour of colleagues who have identified as LGB+. The median hourly rates are all less favourable, except in the lowest quartile where there is no gap at all.

As with our disability sample data, the LGB+ sample is small, meaning our true pay is harder to determine and any change to this colleagues population would have a significant impact on the overall pay gap.

As with our other diversity pay gap data we are hopeful that our internal data disclosure campaign will encourage our colleagues to feel confident to update and share their data, particularly as we have worked closely with our LGB+ network to ensure appropriate categorisation options are available which will allow our colleagues to self-identify as they choose. From this we hope to see the 'Prefer Not to Say' category reduce, giving us more insight to our colleague representation. Furthermore, as part of our EDI Policy refresh will we have worked with the LGB+ network to create Trans Gender Guidance for colleagues and managers, which we hope supports confidence of our existing colleagues in our commitments.

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 colleagues without disabilities earnings.

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.

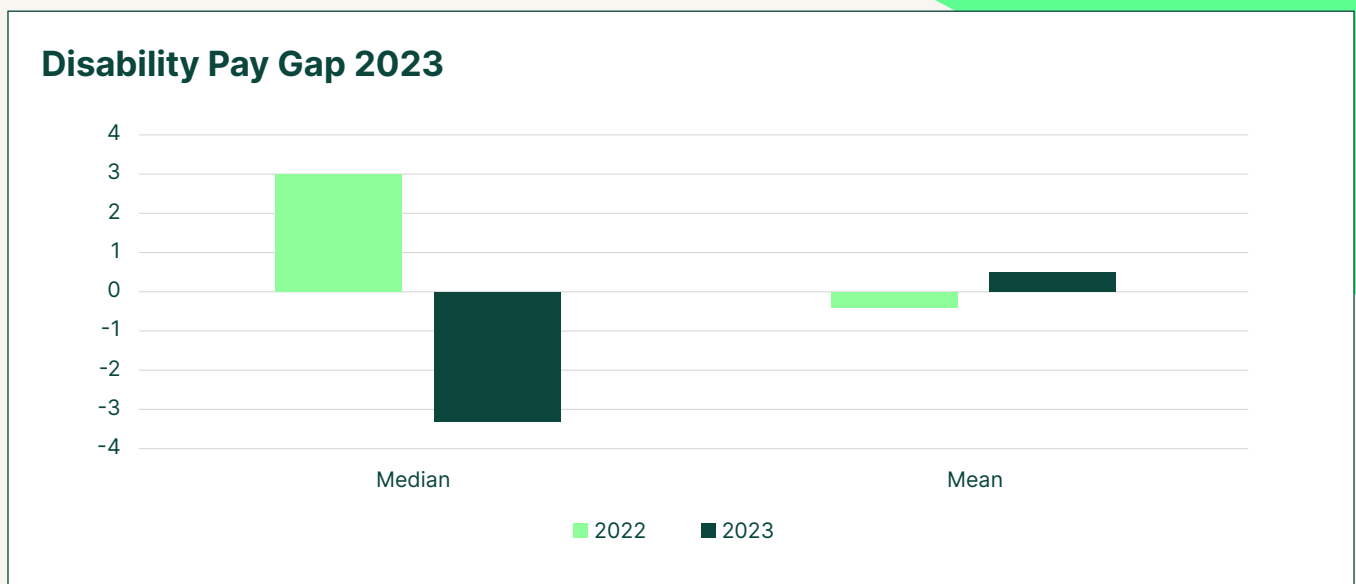
As with the rest of this report, data used in this section was accurate at April 2023. Data is based on self-disclosed information recorded on our HR system. As such disability covers mental, physical, and learning disabilities.

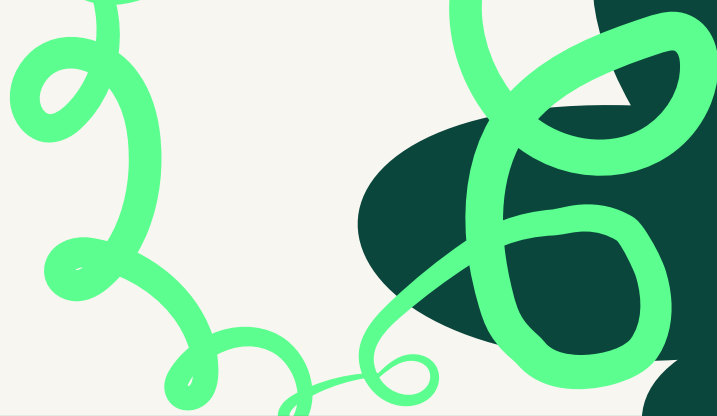
Understanding our disability pay gap

Our analysis shows there is a marginal pay gap based solely on disability in our second year of reporting. However, we should note that the data used is a smaller sample size compared with our gender pay gap reporting. This is due to disability data being reliant on self-disclosure by colleagues, and 11% of colleagues have chosen not to disclose whether they have a disability. (This means indicating 'prefer not to say'.)

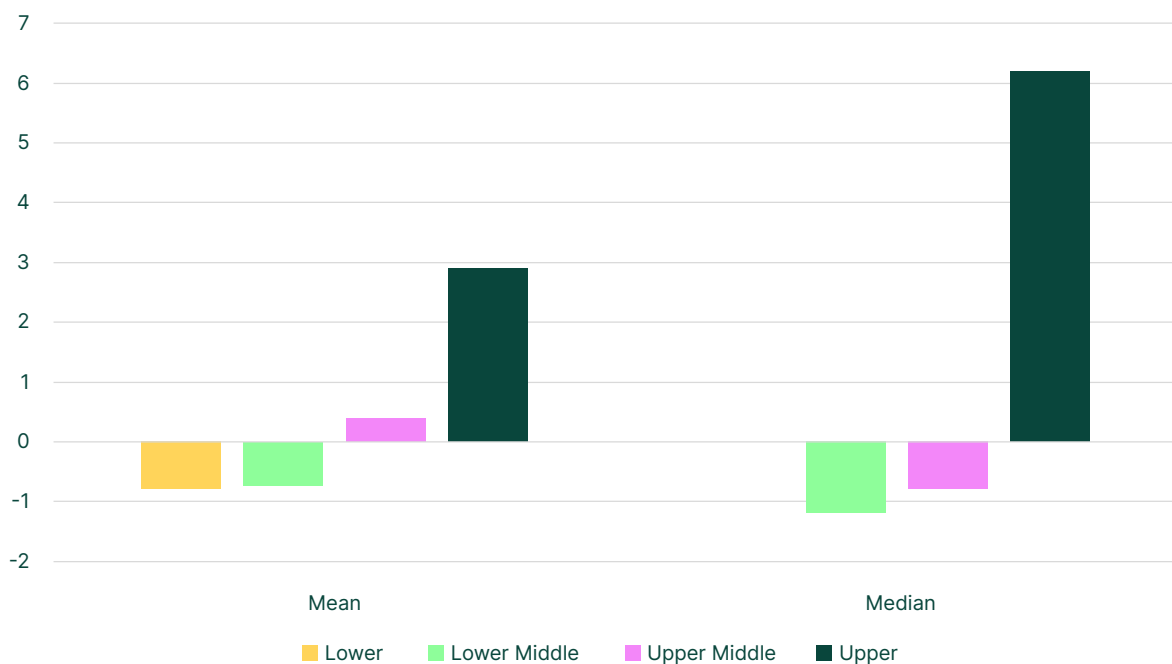
For 2022-23, Barnardo's median disability pay gap was -3.3% (in favour of colleagues with disabilities), which is an improvement on our pay gap position of 3% in 2021/22, as this is in favour of our colleagues with disabilities. Our mean disability pay gap however is 0.5% (in favour of non-disabled colleagues), compared with -0.4% last year, which was slightly in favour of colleagues with disabilities.

As with our other diversity pay gap reporting, since we anticipated some distortion of the April 2023 data, we also took a snapshot of our colleagues' pay on 1 October 2023. As of this date, our median disability pay gap would have been 0%, which demonstrates there is no pay gap differential between our colleagues with disabilities and those who identify as non-disabled. Our mean disability pay gap however is 2.6% which is a negative position for our colleagues with disabilities, as last year this was -0.4% slightly in favour of colleagues with disabilities. Whilst this is not the official snapshot date this does show a balanced pay gap, and which may be more reflective of our actual pay gap.





Disability pay gaps by Quartile



For our April 2023 snapshot the differences in mean hourly rates are broken down by quartile. The mean pay gap in the lowest quartile is -0.8% in favour of colleagues with a disability. Yet in the highest quartile, the mean pay gap for colleagues with disabilities is 2.9% in favour of colleagues without disabilities. There is no pay gap in the lowest quartile, and more favourable pay gaps in the middle two quartiles toward our colleagues with disabilities, which drives an overall positive pay gap position. However, we must be mindful overall we still have a lower representation and any change to this colleagues population would have a significant impact on the overall pay gap.

In 2024 we are running an internal communications campaign to encourage our colleagues to update and share their data with us. From this we hope to see the 'Prefer Not to Say' category reduce, giving us more insight to our colleague representation. Furthermore, our recent accreditation as Disability Confident Level 3 employers, and a launch of new Disability Guidance for colleagues and managers as part of our EDI Policy refresh, could have a positive impact on confidence of our existing colleagues about our commitments.





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. To help achieve this we have outlined a range of specific actions, including:

- A further cohort of our Emerging Leaders Programme for 2023/24 was specifically tailored focusing on Female and Black and Minoritised Ethnic colleagues;
- Continuation of our 'License to recruit' training programme to ensure colleagues practice inclusive recruitment;
- A focused Equality, Diversity and Inclusion Workstream focused on;
 - Making our recruitment process more inclusive, by reviewing our policies, practices, and overall approach.
 - Onboarding new colleagues and volunteers, and supporting existing colleagues and volunteers, in ways which are sensitive and responsive to disability, ethnicity, gender identity and sexual identity.
 - Prioritising opportunities for continuous learning, development and progression on all aspects of equality, diversity and inclusion, for all our colleagues and volunteers

We are strongly focused on improving our data, systems and reporting. Significantly, this includes a communications campaign to encourage our colleagues to update or disclose their diversity data. The information is held securely and confidentially only visible to them, and the data will facilitate better understanding of our people, and inform decision making.

Furthermore, the categorisation options have been updated and expanded, after consultation with our Networks, to make sure people can self-identify as they choose. This includes gender identify categories. As a result, we hope to see the 'Prefer Not to Say' category reduce, giving us more insight and improving our 2024-25 reporting. In addition, we will be asking colleagues whether they are former Care Leavers.

Over the last year, we have been building on our new pay framework, which is based on the principles of 'fair, attractive and progressive'. We are looking carefully through the lens of equality, diversity and inclusion to make sure these principles are enacted effectively.

Under our new system, all colleagues have been aligned to a pay step within the pay band for their role grade, moving away from a 'spot salary' approach which risked inconsistency in pay levels between colleagues. As part of this pay adjustment work, we undertook pay gap assessments, and the changes have had a positive impact in reducing gaps affecting colleagues with protected characteristics. In addition, some inconsistencies in pay within teams were removed through targeted intervention. We will review this within 12 months and are seeking to have a biannual check on pay gaps in the future.

Some further actions also include;

- our revised approach to job evaluation panels assessment, to ensure role size and scale is appropriate.
- new governance criteria for out of cycle pay changes, including exceptional pay awards for retention purposes or where there is a need to make a pay adjustment. This process will require pay differentials to be understood as part of any proposal.

As we move now into 2024/25, we will be looking to enhance our pay governance principles with an EDI lens. This includes a new requirement to consider pay equity as part of recruitment processes, including in internal promotion decisions. We will also commence our Voluntary Reporting framework and Disability Equality Commitments plan 2023-2026, following our DCL accreditation. Therefore, all further actions identified for pay governance will begin to have an impact on our pay gap reporting position.

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