

Leonard Cheshire

Gender Pay Gap Report – 2025

As a care organisation and charity in the UK, we strive to build a fairer, more inclusive society – one that recognises the positive contributions we all make, and where we are all proud to play our part.

In keeping with this, Leonard Cheshire is committed to building a workplace that is diverse and inclusive for our employees. Through various initiatives and strategies, we work hard to attract and retain employees, developing and offering rewarding careers to them regardless of disability, race, gender, sexual orientation, religion or belief, or age.

We are actively identifying and removing barriers and constraints that may impact negatively on our employees' experience of Leonard Cheshire as an inclusive workplace.

This report covers statutory gender pay gap reporting¹.

Gender pay reporting

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 requires us to conduct Gender Pay Reporting. This report is based on a snapshot from Leonard Cheshire on 5 April 2025. We have applied the standard methodologies required by the regulations.

Organisational context

At the assessment date, Leonard Cheshire was a charity supporting disabled people in the UK to fulfil their potential and live the lives they choose. Most of our workforce was employed in our services (94%). In line with norms in the social care and charity sectors, most of our employees are female (73%).

Headline gender pay gap

The gender pay gap is defined as the difference between the mean or median hourly rate of pay that male and female employees receive.

The median pay gap is the difference between the midpoints in the ranges of hourly earnings of men and women. The mean pay gap is the difference between average hourly earnings of men and women.

At Leonard Cheshire there is a median pay gap of **-1.0%**, compared to an overall UK median gap of **6.9%**, and a **16.7%** gap in the not-for-profit sector. The Leonard Cheshire mean pay gap is **0.4%**, compared to the UK mean pay gap of **13.4%** and not-for-profit mean pay gap of **14.6%**. For the UK care worker population, the median gap is **-1.0%** and the mean pay gap is **-1.2%**. Leonard Cheshire is favourably positioned against both the not-for-profit sector and the broader market, with similar results to care workers.²

¹ We are monitoring the progress of the Draft Equality (Race & Disability) Bill announced in the 2024 King's Speech. The details of both ethnicity pay gap and disability pay gap reporting will be set out in regulations. As clarity emerges, we are committed to extending our pay gap reporting in line with the intent and requirements of the regulations.

² All comparator figures are from Office of National Statistics (ONS) - Annual Survey of Hours and Earnings (ASHE) gender pay gap tables.

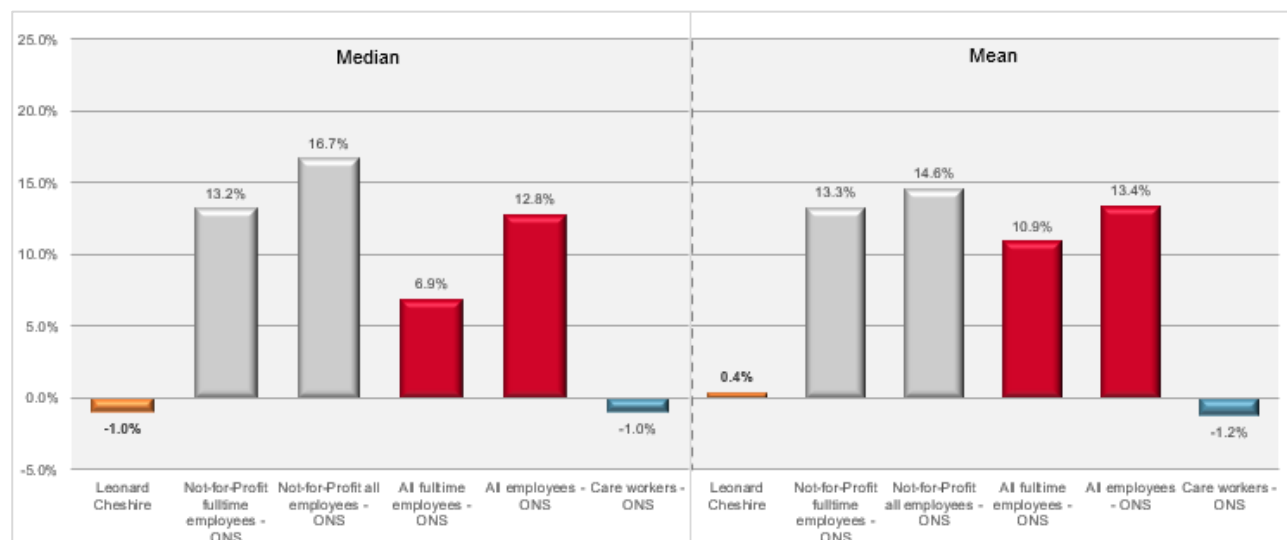
Leonard Cheshire does not operate a bonus scheme, so the figures reflected are for ordinary earnings only.

Market comparison

The following table reflects our median and mean pay gap figures, compared against gender pay gap ratios from the Office of National Statistics (ONS).

Organisation/source	Category	Median	Mean
Leonard Cheshire	All employees	-1.0%	0.4%
ONS ASHE gender tables	Not-for-Profit fulltime employees	13.2%	13.3%
ONS ASHE gender tables	Not-for-Profit all employees	16.7%	14.6%
ONS ASHE gender tables	All fulltime employees	6.9%	10.9%
ONS ASHE gender tables	All employees	12.8%	13.4%
ONS ASHE gender tables	Care workers	-1.0%	-1.2%

The data in the above table is also reflected in the graph below:

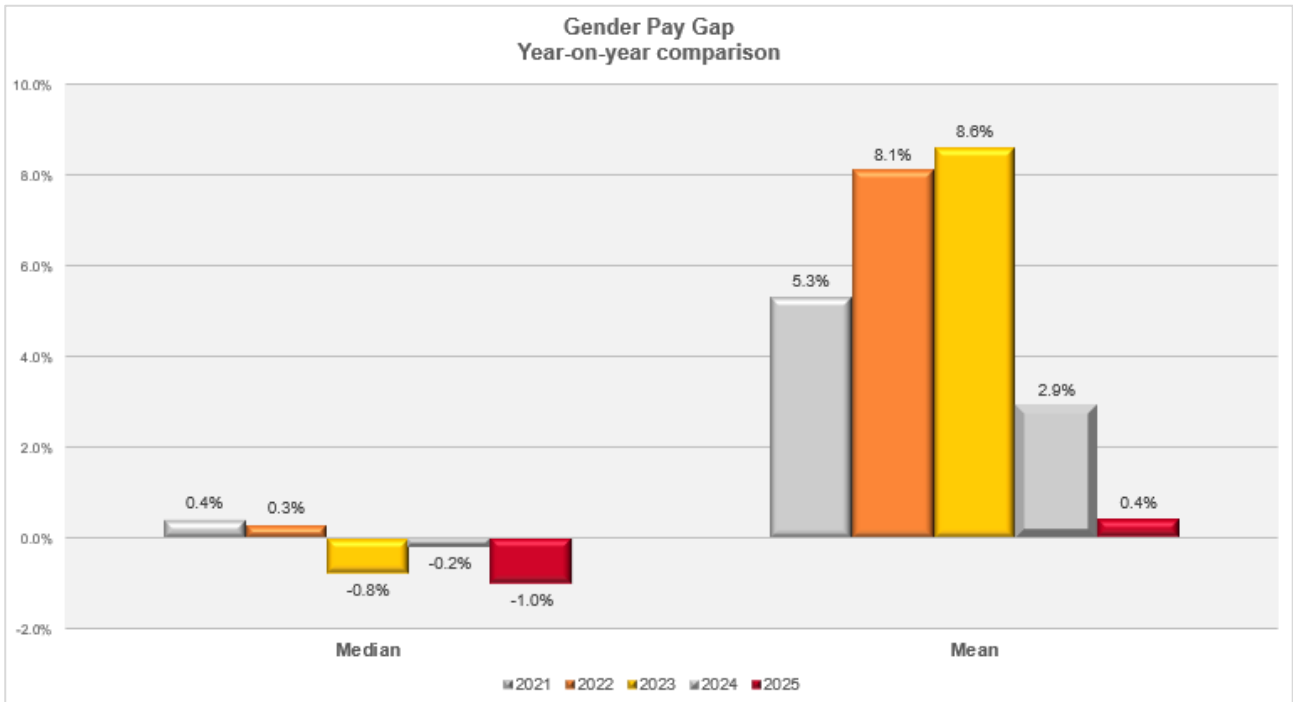


Comparison to previous years

The table below shows the historical pay gap figures for the past five years.

Year	Median	Mean
2021	0.4%	5.3%
2022	0.3%	8.1%
2023	-0.8%	8.6%
2024	-0.2%	2.9%
2025	-1.0%	0.4%

The following diagram shows the same comparison graphically.



The median pay gap has widened slightly in favour of women. This modest shift may reflect individual payroll variations between April 2024 and April 2025 (e.g. allowances), rather than indicating a broader trend.

The mean pay gap has continued to narrow, consistent with the trend observed in 2024. This improvement is likely driven by several factors: while the proportion of women in the upper pay quartile has decreased slightly, there has been an increase in women within the upper middle quartile and a notable reduction in the lower quartile.

Although male employees continue to earn more on average, these year-on-year movements have resulted in women's average pay increasing at a faster rate than men's, thereby reducing the overall mean pay gap.

Proportion of male and female employees by quartile group

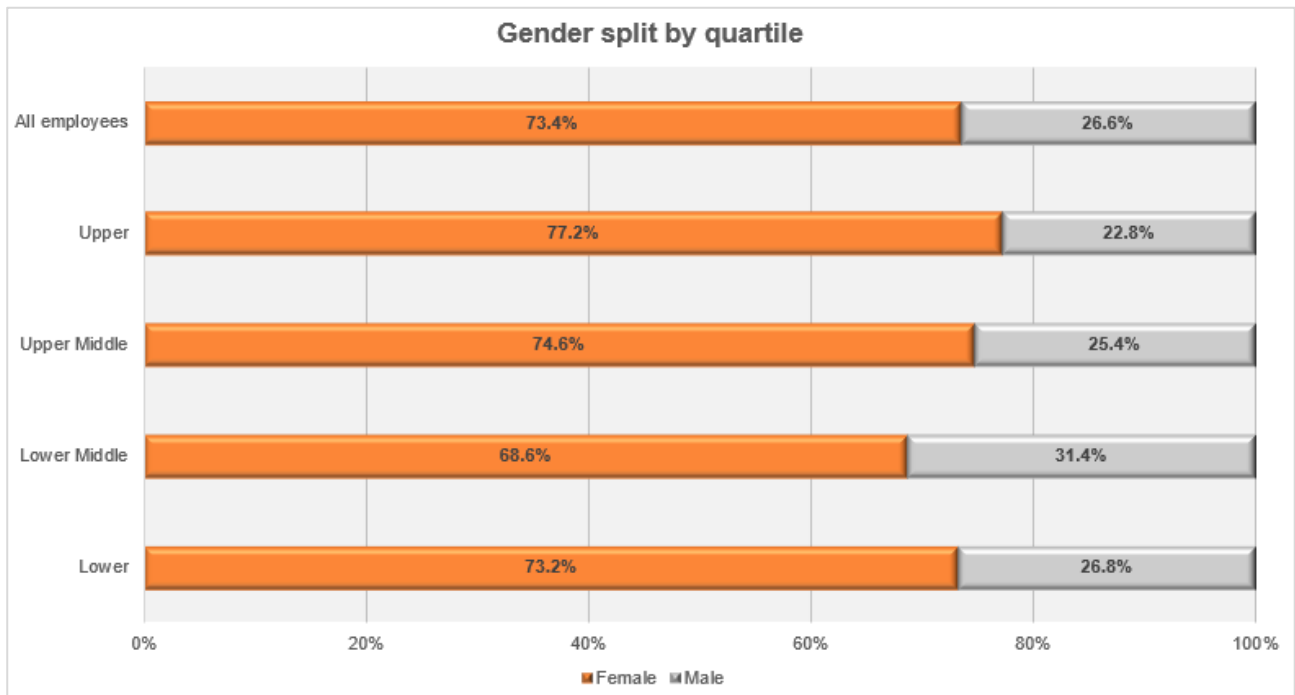
In line with the social care and charity sectors, Leonard Cheshire employs more women than men, with 73% of our employees being female, and 27% being male.

In the table below, we have divided our workforce into four equal groups (“quartiles”) ordered from lowest to highest paid.

The proportion of male and female employees in Leonard Cheshire in each of the quartiles is as follows:

Quartile groups	Female	Male
Lower	73.2%	26.8%
Lower middle	68.6%	31.4%
Upper middle	74.6%	25.4%
Upper	77.2%	22.8%
All	73.4%	26.6%

The chart below shows the same quartile gender splits:



Findings from our gender pay gap analysis

Around 94% of our employees are hourly workers in our UK care operations so the median pay rate is strongly influenced by the size of this group.

Because the pay framework of these hourly paid employees is standardised by role, this has resulted in very consistent pay levels between male and female employees for this group, contributing to the broadly neutral median gender pay gap for the organisation.

An integrated pay framework covers all salaried employees, based on the scale and level of complexity of the respective roles, so on an equivalent (“like for like”) basis, there is pay equity across these roles too.

Women are well-represented at the senior levels of the organisation, making up around half of these positions. In 2025, we have also see a reduction in the proportion of women in the lowest pay quartile. While men still earn slightly more than women on average, these shifts have contributed to narrowing the average pay gap.

Responses to the gender pay gap analysis

Leonard Cheshire continues working to address our gender pay gap by:

- Continuing to apply consistent, role-based pay frameworks across both hourly and salaried roles, supporting fair and transparent pay structures across the organisation.
- Monitoring gender representation across all pay quartiles, with a particular focus on sustaining progress made in reducing the proportion of women in the lowest quartile and supporting balanced progression into higher-paid roles.
- Further strengthening development pathways, ensuring that leadership and skills programmes support equitable career progression for all colleagues.

- Continuing to promote flexible working practices to help reduce structural barriers that may impact colleagues with caring responsibilities.
- Working closely with our colleague networks to build understanding of gendered dynamics within the social care and charity sectors, and ensuring our recruitment and progression processes remain fair and inclusive.

While the structural aspects of the gendered nature of the social care and charity sector will continue to challenge us in narrowing our gender pay gap, we are committed to working towards this goal, while we continue to build our organisation as an inclusive, fair, and empowering workplace.

3R Strategy on behalf of Leonard Cheshire

March 2026

The data in this report is certified as accurate and is in line with statutory requirements.

Jon Forde
Executive Director People
Leonard Cheshire

March 2026