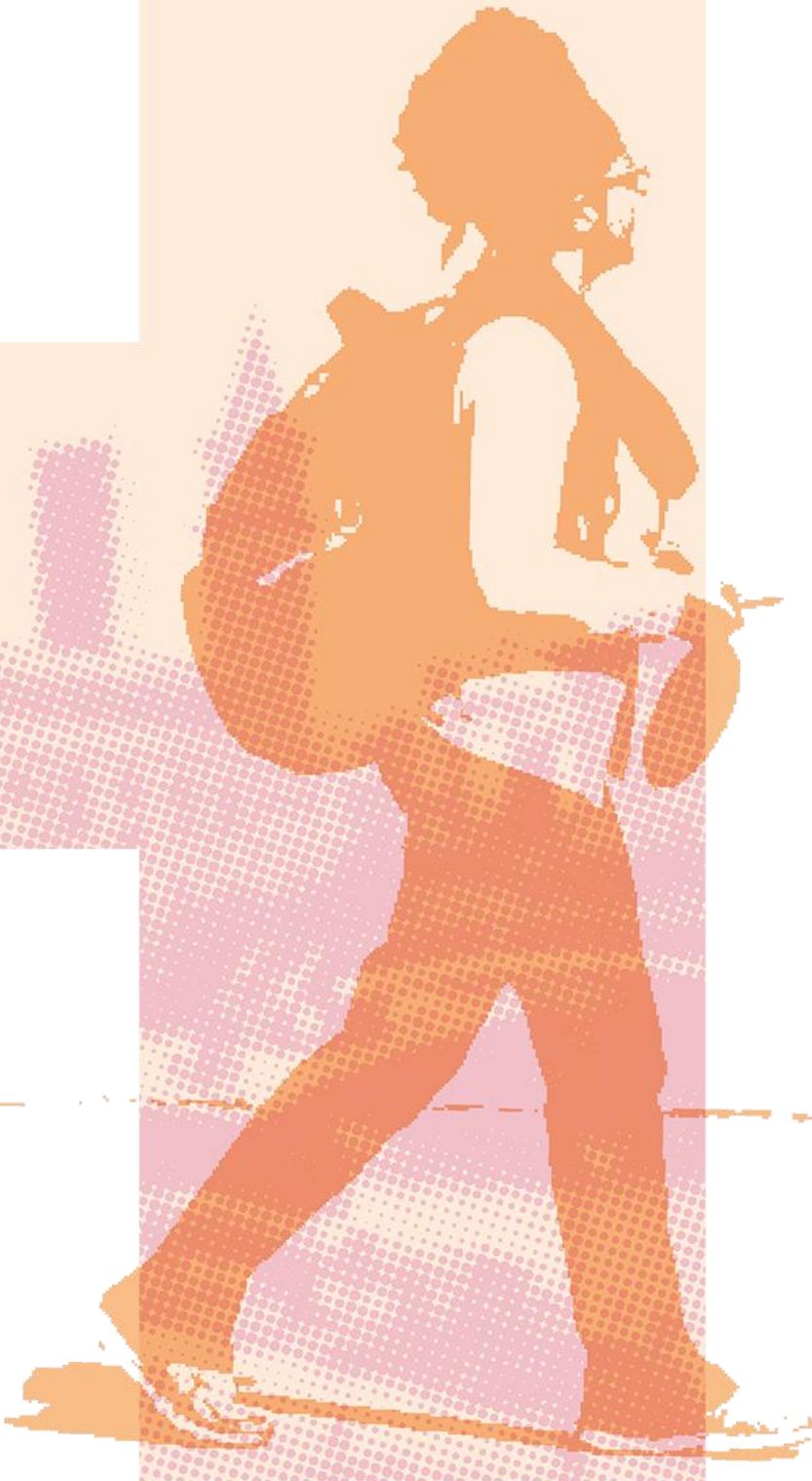


THE BIG LIFE GROUP



PAY GAP REPORT 2025-6

Gender, Ethnicity, and Disability Pay Gaps 2025-6

Introduction

The Big Life Group has a mission to fight for equity in health, wealth and in life.

Our vision is that by 2030 we will be the go-to organisation for reducing inequity, working with communities and providing support in the north of England. We will do this by delivering services and support, but we will also fight for equity inside our organisation.

One of the ways we will do this is by reducing our pay gaps. Our target is to reduce our pay gaps to zero and have a pay ratio no higher than 3:1, by 2030.

Background

Prior to October 2025, providing diversity information wasn't mandated which meant staff chose to provide information on the HR Database, and had the option of completing just the questions they wished.

Since October 2025, with the launch of the Pay Gap Dashboards, the HR team proactively contact and encourage staff to complete this data. As of April 2026, only 2% of staff members have not completed their diversity information. This means our report is more accurate than in previous years.

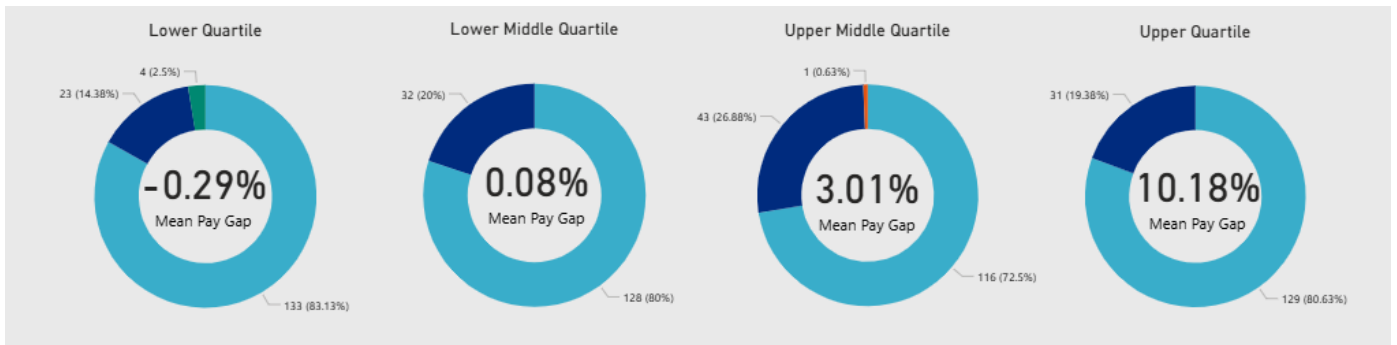
Pay gaps

Over the last five years at Big Life, there has been consistent work to improve the pay gaps. In April 2026, our mean gender pay gap is 5.85%, our mean ethnicity pay gap is 8.8%, our mean disability pay gap is 3.6%, and our pay ratio is 2.96. The increase in both gender and ethnicity pay gap compared to the previous year, can be partly explained by having more accurate staff diversity data, but it also reflects the impact of pay awards and recruitment into lower paid roles.

Gender pay gap					
2021	2022	2023	2024	2025	2026
4%	6%	8%	7%	4%	5.85%

The gender pay gap is 5.85%, which means on average for every £1 a man earns, a woman earns just under 95 pence. The national pay gap is 12.8% (ONS).

By comparing quartile percentages, we can see the largest gap is in the Upper Quartile. In this quartile we have 31 males and 129 females. Group Services has the highest number of males who sit within this quartile (11), compared to other services. This team has recruited more males in technical and specialist roles, in higher salary bands. This reflects the lack of gender diversity in the UK tech sector which remains low, with women comprising only 21% of tech teams (British Computing Society, 2024).



Big Life have a predominately female workforce, similar to other health and social care services. Over the last five years, the percentage of males and females in each quartile have been relatively consistent, only declining significantly in the Upper Middle Quartile.

This is the first year we have recorded non-binary gender data internally. All staff who identify as non-binary (0.6%) are employed in the Lower Quartile.

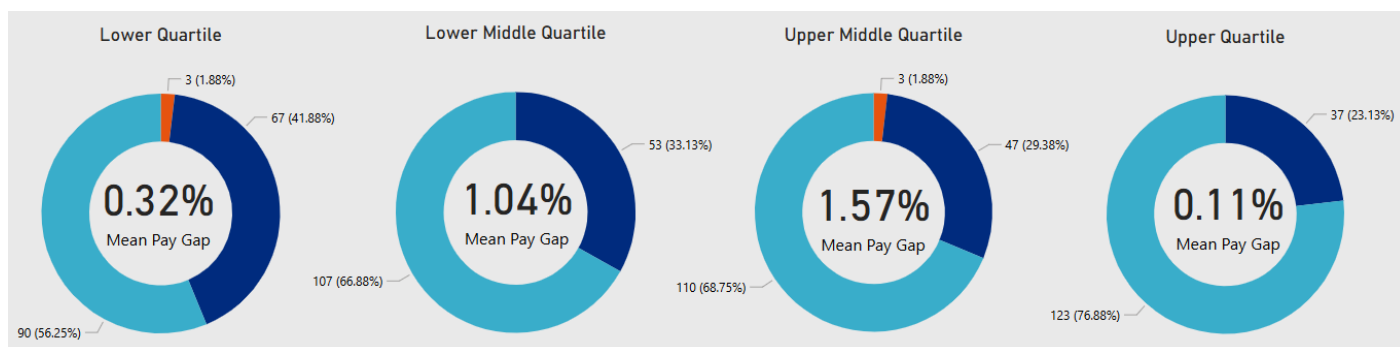
Percentage of staff who are female in each quartile						
	2021	2022	2023	2024	2025	2026
Lower Quartile	82%	90%	87%	82%	84%	83%
Lower Middle Quartile	79%	79%	82%	81%	73%	80%
Upper Middle Quartile	77%	72%	73%	70%	77%	72%
Upper Quartile	76%	81%	76%	76%	79%	81%

Ethnicity pay gap					
2021	2022	2023	2024	2025	2026
7%	6.80%	3.60%	3.90%	4.20%	8.58%

The ethnicity pay gap is 8.58%, which means that on average for every £1 a white staff member earns, a racialised staff member earns just under 92 pence. As ethnicity pay gap reporting is not a statutory requirement for our size of organisation there are no industry benchmarks, but the 2022 census shows that Black, African, Caribbean and Black British people earned on average less than white counterparts. The census also shows some racialised communities are on average paid more than white counterparts – such as, White/Asian, Asian Indian and Asian Chinese.

One reason for the increasing ethnicity pay gap in Big Life is that snapshot data taken on 5 April includes two NHS pay awards (3.6% 2025 and 3.3% 2026), whereas staff on NJC pay scales had only received one pay award at this time (3.2% 2025). In addition, staff on Teachers pay scales received a higher pay award for 2025 (4%). More of the staff on NHS or Teachers salary bands are white, resulting in pay of white staff increasing more than staff from racialised communities.

The biggest pay gap is in the Upper Middle Quartile. Out of 29 services, nine have an ethnicity pay gap above 5%. These services are in sectors that are traditionally underrepresented in racialised communities at senior levels, such as education and Talking Therapies.

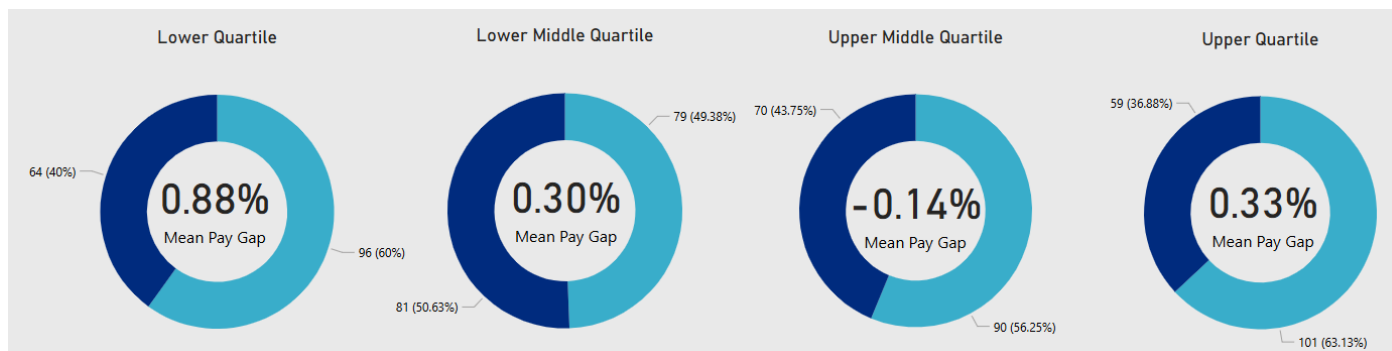


Across the group 34% of staff are from racialised communities, compared to 29% in the communities we work in. The Upper Middle Quartile and Upper Quartile has less staff from racialised communities than the communities we work in. The percentage of racialised staff in the lower quartile has been increasing but decreasing in upper quartiles. Recruitment shows white staff recruited in 2025 were paid 17% more than staff recruited from racialised communities.

Percentage of staff who are from racialised communities in each quartile						
	2021	2022	2023	2024	2025	2026
Lower Quartile	46%	44%	38%	43%	49%	67%
Lower Middle Quartile	35%	43%	49%	40%	29%	33%
Upper Middle Quartile	37%	31%	26%	28%	32%	30%
Upper Quartile	23%	31%	29%	29%	31%	23%

Disability Pay Gap

This is the first year we have reported our Disability Pay Gap, which is 3.6%.



While a small number of staff have said 'Prefer not to say' for both gender and ethnicity, all staff have answered 'Yes' or 'No' to the question of whether they have a disability.

This, alongside a lower pay gap than the national average (12.7% in 2023, ONS), shows that staff feel comfortable to disclose this.

Intersectionality

Women from racialised communities have the highest pay gap of 13.01%. This reflects that most of the women from racialised communities are in lower paid roles in nurseries and schools.

Pay ratio

2021	2022	2023	2024	2025	2026
3.3:1	3:3.1	3.27:1	3.1:1	2.98:1	2.96:1

The Pay Ratio shows the percentage difference between the highest paid and the average paid staff. The pay ratio for 2026 is 2.96:1, which is a reduction on the previous year. The average pay ratio in the FTSE 350 is 52:1, and in the public sector varies between 8:1 and 20:1.

Addressing our pay gaps – next steps

Data

- Analyse the ethnicity pay gap data to identify racialised communities who are experiencing the most inequity.
- Gather data and analyse the pay gap of staff with lived experience.

Recruitment

- Following review of the Recruitment Champions, widen their scope.

Succession and career development

- Every SLT to develop succession plans within the context of addressing pay gaps in their service
- Career Development Programme for staff from racialised communities to focus on barriers specific to women
- Develop mentoring and leadership programme in Big Life Schools which supports the development of staff from racialised communities.