

Nacro >



Gender Pay Gap 2025

nacro.org.uk

Registered charity no.226171

Reporting Requirements

Nacro is an established, national social justice charity whose work focuses on helping and supporting thousands of people every day through our housing, health, justice and education services across England and Wales. We are driven by our values – reliable; inclusive; compassionate; courageous; and inspiring - to employ and retain the most talented people to enable us to deliver excellent support to our service users and students.

It's our legal responsibility to report our Gender Pay Gap every year. The data is taken from our payroll system on 5th April, referred to as the snapshot date. This report is for 2025 i.e. snapshot date of 5th April 2025. The Gender Pay Gap is the difference in average earnings between men and women and is typically expressed as a percentage of men's earnings.

We report the following information, details of which are in this report:

- Mean gender pay gap; the difference between the average hourly earnings of men and women;
- Median gender pay gap; the difference between the middle data-point in the ranges of hourly pay when all employees of each gender are arranged from the lowest to the highest pay; and
- Proportion of men and women in each of four quartiles when the range of hourly pay is ordered from lowest to highest pay.

In the period encompassing the 2025 snapshot date, we offered a one-off time-bound attraction and retention payment to stabilise the staffing of our largest service. These payments qualify as 'bonuses' under the reporting requirements, and so we are reporting bonus gaps for the first time – we don't expect this to be repeated in future years.

Our 2025 Gender Pay Gap

Nacro's Gender Pay Gap for 2024-2025 was:

- mean gender pay gap is 7.5%
- median gender pay gap is 2.6%



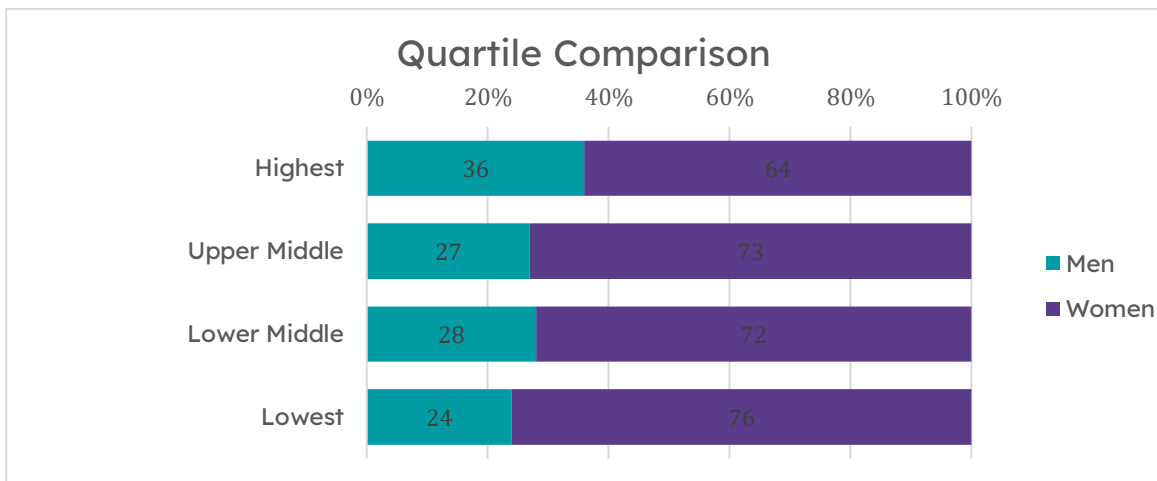
The median pay point is commonly expressed as “women earned 97p for every £1 men earned”

Pay Quartiles by Gender

Nacro’s workforce is 72% female/28% male.

The graph below shows our workforce divided into four equal-sized groups based on hourly pay rate.

- Lowest quartile is all employees whose hourly rate is within the lowest paid 25% of employees.
- Lower middle quartile is all employees whose hourly rate is above this, but the same or less than the median.
- Upper middle quartile is all employees whose hourly rate is more than the median but the same or less than the upper quartile.
- Highest quartile is all employees whose hourly rate is within the highest paid 25% of employees.



Nacro’s Gender Pay Gap over time

	2025	2024	2023	2022	2021
Mean	7.5%	8.5%	9.2%	9.9%	4.6%
Median	2.6%	4.9%	4.8%	5.3%	2.1%
Female proportion of quartiles (D↓A)	64%	60%	70%	68%	64.3%
	73%	73%	72%	69%	65.2%
	72%	79%	72%	68%	66.5%
	76%	67%	65%	68%	70.1%

The median gender pay gap for the whole economy (according to the April 2025 ONS ASHE figures¹) is 12.8%. A review of our peer group based on SIC codes reveals a median pay gap of 8%. At 2.6%, our median gender pay gap is significantly lower than similar industries and the whole economy.

¹

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025>

Bonus Pay Gaps

Nacro has not historically reported bonus pay gaps. As an organization we do not operate 'bonus schemes' at any level.

However, in 2024, we introduced a one-off attraction and retention scheme within our single largest service area to create greater stability in our staffing of that service as it also went into a period of unprecedented growth. We offered a one-off payment to frontline staff who were already employed by us on 30th June 2024 and to new staff joining between this date and the 31st December 2024 to be paid upon their completion of nine month's service from 30th June or their start date, provided that they were not serving notice at this time. This delivered some success in stabilising operational capacity. It has not been repeated since, and the changes to our Pay Framework that we are making with effect from 1st April 2026 are intended to prevent the need to operate such ad-hoc schemes in future.

Of the relevant 1,007 employees on the snapshot date, this scheme was in operation for 50 staff on the snapshot date (4.97%; F:5.43%; M:3.81%). We can report a median bonus pay gap of 0% although a mean bonus pay gap of -10.77% (in favour of women); this results from the higher proportion of women in the Service Leader cohort who were eligible for a higher individual bonus amount than in the Support/Senior Support Worker cohort. The value of payments was fixed by role, and therefore entirely equitable across genders as reflected by the 0% median bonus pay gap.

Why do we have a Gender Pay Gap?

Pay Framework ensures Equal Pay

Legally, men and women must receive equal pay for:

- the same or broadly similar work;
- work rated as equivalent under a job evaluation scheme; or
- work of equal value.

We are committed to equal opportunities and equal treatment for all employees, and through our pay framework we have a clear policy of structured pay bandings for all job roles. This is supported by our job evaluation process, so we can select the correct banding for new job roles at Nacro and check to make sure existing roles are in the correct banding.

Through our structured approach to pay, we are confident that we meet our equal pay obligations, and this is not the reason why we have a Gender Pay Gap.

Balance of Men/Women at different levels

We employ more women than men, and women at Nacro are the majority gender across all pay quartiles with significant numbers of women in higher paid senior or specialist job roles. On the data snapshot date of 5th April 2025, our executive leadership team of directors was made up of 3 women and 4 men, including a male CEO (the single highest paid individual in the organisation).

However, while still in the minority, there is a slightly higher weighting of men within our upper pay quartile than in our middle two quartiles, and especially the lowest quartile. The charity sector in which we operate is typically disproportionately female and Nacro's overall workforce reflects this sector-wide trend. In this context, we recognize the need to both work hard to increase the representation of men within our workforce as a whole, and to ensure that the higher representation of men in higher-paid roles is not a result of barriers – or systemic patterns of inequity – to the promotion or recruitment of women into these roles.

Analysis in 2024 concluded that there were broadly equal opportunities for internal progression across the genders, but that we had more work to do to improve internal progression to the most senior roles across both genders. We see the continued reduction in our pay gap metrics as positive evidence of the work we continue to do across all areas of equality and inclusion.

What action do we plan to take to reduce our Gender Pay Gap?

Our action plan for reducing our Gender Pay Gap is commensurate with the relative size of our reported gaps. We recognise the need to continue to eliminate any Pay gaps as part of our wider Equity, Diversity and Inclusion initiatives, in which Gender is only one important dimension. We have started to use our much-improved workforce EDI composition data (now consistently gathered for over 80% of our workforce) to assess pay gaps in relation to ethnicity and disability and intend to publish information on these and any action plans associated with them for the 2026 snapshot date.

The further actions we will be taking during 2026 are as follows: -

- Implementation of a new Pay Framework from 1st April 2026 which will further improve the pay of our frontline staff in the lowest two quartiles of pay, and therefore reduce the differentials from highest to lowest pay.
- Building on our current work to strengthen both performance management and our Learning & Development offer, take targeted action to improve the development offered to support internal progression into operational and senior management roles, with targeted interventions as needed to address structured historical disadvantage, taking special account of intersectionality.

I confirm that the above is an accurate report of our Gender Pay Gap information for the snapshot date of 5th April 2025.

Enver Solomon
Chief Executive