

## Gender and Ethnicity Pay Gaps 2025

At the National Autistic Society, we are committed to promoting equality and diversity among our staff, which we believe is vital to our work as an effective and dynamic charity.

### Gender Pay Gap.

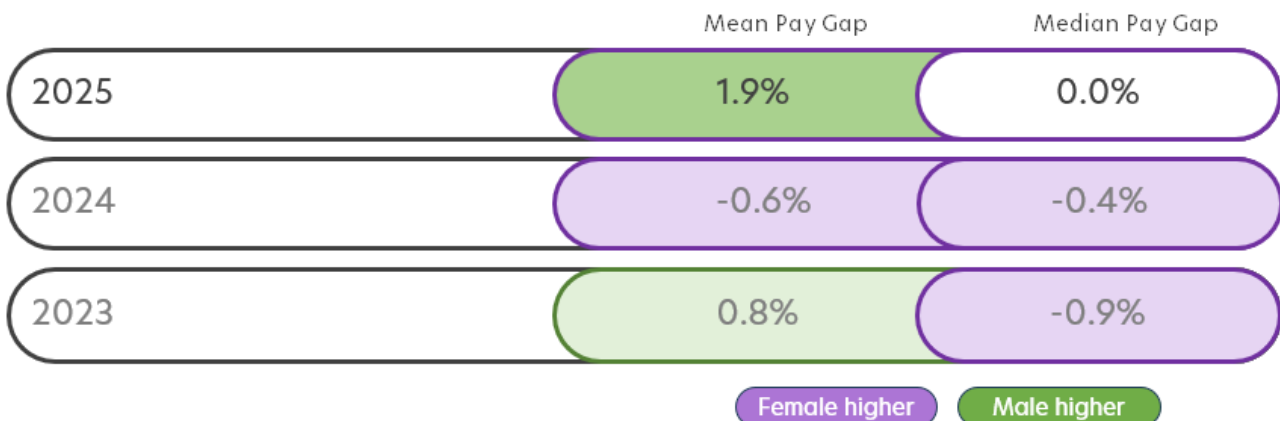
We are pleased to publish our gender pay gap data in line with the Government's Gender Pay Gap legislation. We calculate any pay gap by considering the difference in the average hourly rates of pay between all women and men in the organisation, regardless of role, expressed as a percentage of average male hourly rates. The analysis is based on hourly rates of pay for colleagues employed by the National Autistic Society on the snapshot date of 5<sup>th</sup> April 2025.

It is worth stating that a pay gap **does not** mean that one colleague is paid more than another for doing the same role. The way the government asks businesses to report means that even when pay is equal, there may still be a gap.

### Our Results: Gender Pay Gap

Our 'relevant' population on the snapshot date was 2,182 colleagues. Only 84.9 per cent of these were included in our 'full pay' population because of factors which reduced colleagues' usual basic pay.

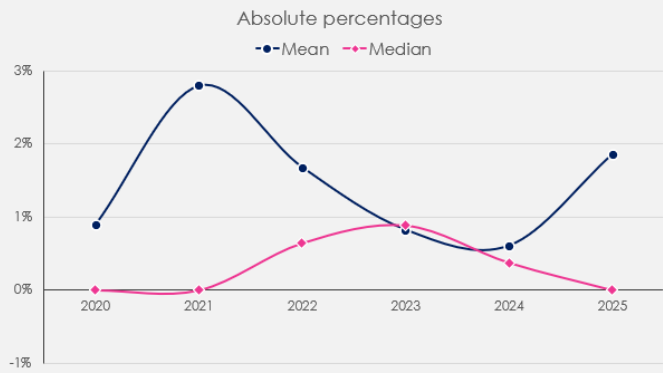
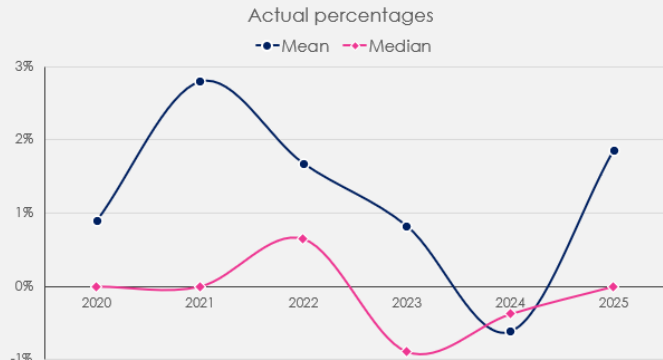
The analysis shows that we continue to have a small pay gap on the snapshot date. The median pay gap is now zero, but the mean has risen this year to 1.9 per cent in favour of our male population.





### 6-year Trends: Mean and Median Actual and Absolute percentages

The **Median** pay gap has always been below 1 per cent. After the swings in 2022 and 2023, the trend has been steadily towards - and is now at - zero.

The year-on-year decrease in the **Mean** pay gap since 2021 has, however, increased in 2025. The 1.9 per cent gap in favour of men reflects a 2.5 percentage point change from last year. While the gap is below 2 per cent, the shift is noted.



### Our Results: Gender by Pay Quartile

	 Females	 Males	Mean	Median
<b>2025</b>				
ORGANISATION	70.4%	29.6%		
UPPER Quartile	71.5%	28.5%	6.3%	8.9%
UPPER MIDDLE Quartile	69.3%	30.7%	0.9%	1.1%
LOWER MIDDLE Quartile	70.2%	29.8%	0.1%	-0.1%
LOWER Quartile	70.5%	29.5%	-0.8%	-2.9%
<b>2024</b>				
ORGANISATION	69.6%	30.4%		
UPPER Quartile	71.5%	28.5%	2.7%	1.7%
UPPER MIDDLE Quartile	68.4%	31.6%	0.2%	0.9%
LOWER MIDDLE Quartile	74.3%	25.7%	0.2%	1.0%
LOWER Quartile	64.2%	35.8%	0.1%	-0.1%

In common with many education and care providers in the charity sector, we employ more women than men. The Charity's split remains almost 70:30 but the proportion of women had increased slightly by April 2025.

When all colleagues are ranked by hourly pay and divided into four equally sized groups, a very similar and evenly balanced gender split is reflected across the four quartiles, suggesting no gender bias in particular quartiles.

The average hourly pay was very similar within the bottom three quartiles - the biggest outlier is the 2.9 per cent median in favour of women in the Lower Quartile. The biggest average pay gaps are in the Upper Quartile, but this does have the largest range of hourly pay rates and the greatest role variation. What's noticeable is that the gaps here increased, the mean pay gap having more than doubled while the median pay gap has increased more than five-fold. This indicates that men have been appointed in more senior or higher paying roles or have received bigger pay increases than women. Given the scale of the shift, it is felt that it's the gaps in this Upper Quartile which have led to the Charity's increase overall.

## Gender Pay Gaps by Directorate.

The NAS has three main Directorates - Adult Services, Education, and National Programmes - plus its Corporate Services. The proportions of female and male colleagues within the Directorates varies considerably.

Gender splits by Directorates



Adult Services is the largest Directorate, accounting for 58 per cent of staff. Its gender split is nearest to the Organisational split at 65:35.

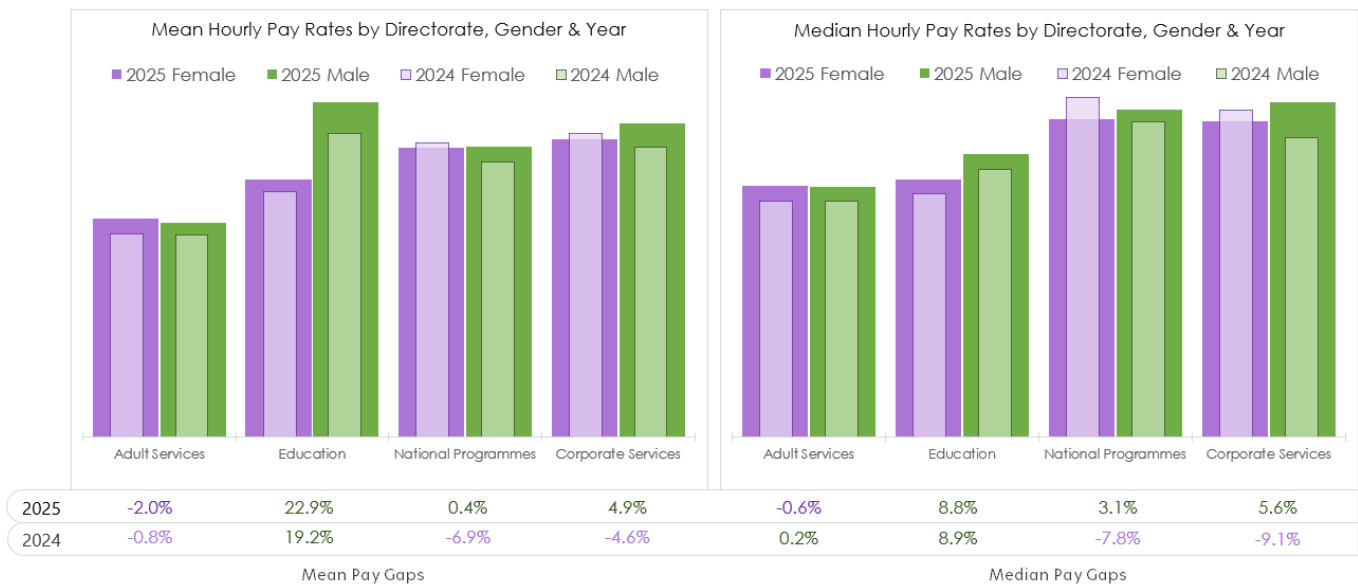
Education and National Programmes display significant gender biases, with 85 per cent and 80 per cent female representation respectively. This bias is traditional in Education; it's not obvious why this is so large in National Programmes, other than a general trend for charities to employ more female colleagues.

Corporate Services has the most balanced gender representation overall.

There's little doubt that Adult Services, due its size and a high proportion of staff in similar roles paid at consistent rates, has a significant impact on the charity's overall

result. The generally larger gaps in other Directorates are in part due to a greater variety of roles and hourly rates. However, gender demographics plays a part too. In Education, for example, the small male population, coupled with more men in senior roles, inflates male average hourly pay.

What's significant in explaining the Organisation's average pay gap changes is the comparison of last year's Directorate averages with this year's.



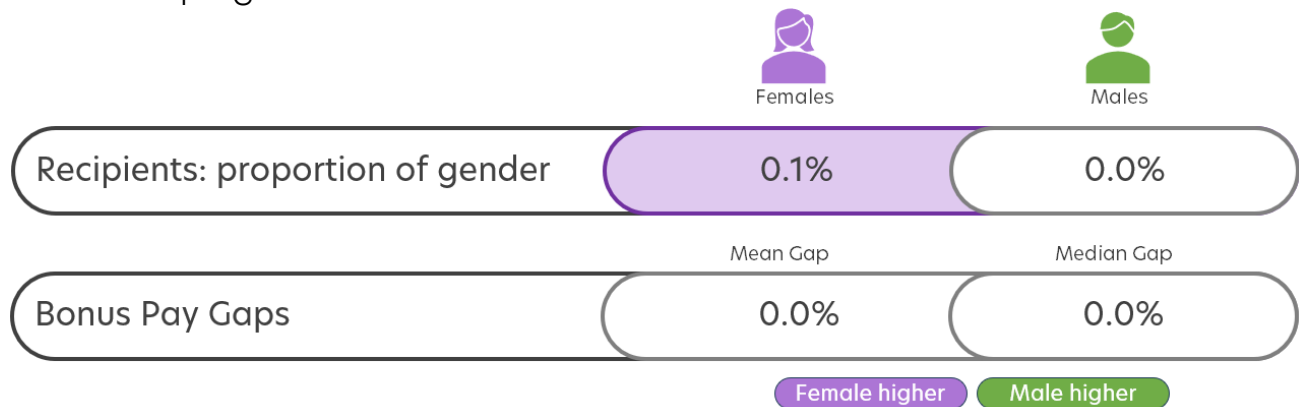
There are noticeable trends in the prior year comparisons:

- Adult Services has seen an increase in both mean and median gaps in favour of women, which could have had the effect of increasing last year's female-favoured gap.
- However, all bar one of the other Directorates have seen pay gaps change in male-favoured shifts. In both National Programmes and Corporate Services, we see falls in female mean and median hourly rates while those for males have increased. This has generally resulted in smaller pay gaps, but the percentage point shifts in favour of men are significant.
- In Education, both female and male average hourly rates increased. The median averages have shifted slightly in favour of women, but the mean averages have increased more for males. The mean gap in Education is markedly higher than any other gap. The effect of a small male population occupying more senior roles has already been noted.

This further hints at men being in roles which see higher pay, or have seen bigger increases, than those held by women, particularly outside Adult Services.

## Our Results: Bonus Pay

The Charity does not operate any form of staff bonus scheme. However, a very few individuals were paid retention bonuses in the 12 months to April 2025 as part of a restructure programme.



The recipients were all women, receiving the same bonus for the same reason.

In conclusion, our results demonstrate that, overall, men and women are paid nearly equally. We are committed to maintaining this position and any trends highlighted by the analysis of the results will be reviewed further.

## How will we use this report?

We are committed to equal pay and, overall, we have seen good progress, particularly with the achievement of a zero per cent median gap this year. We continue to fight to improve pay and conditions within the sector and recognise the continuing cost of living crisis has on our lowest paid colleagues, primarily in Adult Services. In 2025 the Charity introduced new career grade levels and job evaluation methodology to fairly and transparently evaluate all roles. We then established an associated pay framework and undertook external pay benchmarking for colleagues at all levels in the organisation. In 2026 we are pursuing the introduction of rates of pay equivalent to the Real Living Wage for frontline colleagues in Adult Services.

As we look ahead, we remain committed to strengthening our approach to equality, diversity and inclusion across all parts of the organisation. Our new People Strategy, currently in development, will set out a clearer framework for nurturing talent, supporting progression and ensuring equality of opportunity at every stage of the employee lifecycle. Through enhanced workforce planning, transparent development pathways and a continued focus on fair and evidence-based decision-making, we will build on the progress made this year and take targeted action to prevent emerging disparities. This work will ensure that our pay landscape continues to reflect our values and that all colleagues are supported to thrive.

## Ethnicity Pay Gap.

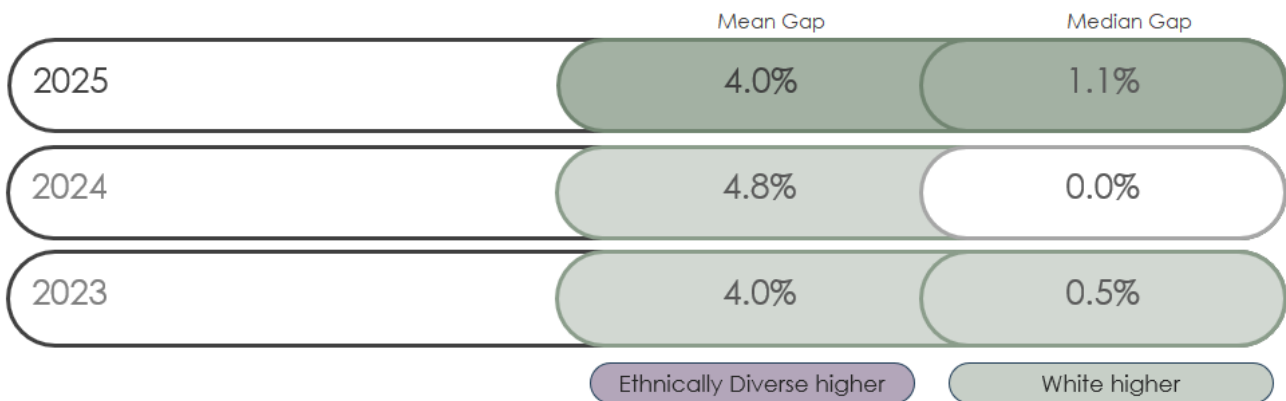
For the second year, we are pleased to voluntarily publish our ethnicity pay gap information. This reflects our continuing commitment to transparency and equality, diversity and inclusion, which align to our core values.

The ethnicity pay gap is calculated by comparing the average hourly pay rates of White colleagues (principally White British and Irish) with colleagues of Asian, Black, Mixed, and Other Ethnic Minority groups *including other White groups* in the Charity, regardless of the roles they do. This latter group is termed “Ethnically Diverse”.

Our ethnicity data capture rate remains good. Over 85 per cent of colleagues have voluntarily disclosed their ethnicity, and we sincerely appreciate the trust colleagues have placed in us when sharing this information. The Ethnically Diverse group now compares favourably to census data from 2021 which indicated that 18.3 per cent of the population in England and Wales were from a non-White group<sup>1</sup>. Given that the Organisation has significant operations in regions like the South West, Scotland, and Northern Ireland where ethnic diversity in the population is below 10 per cent, our general diversity is very encouraging.

## Our Results: Ethnicity Pay Gaps.

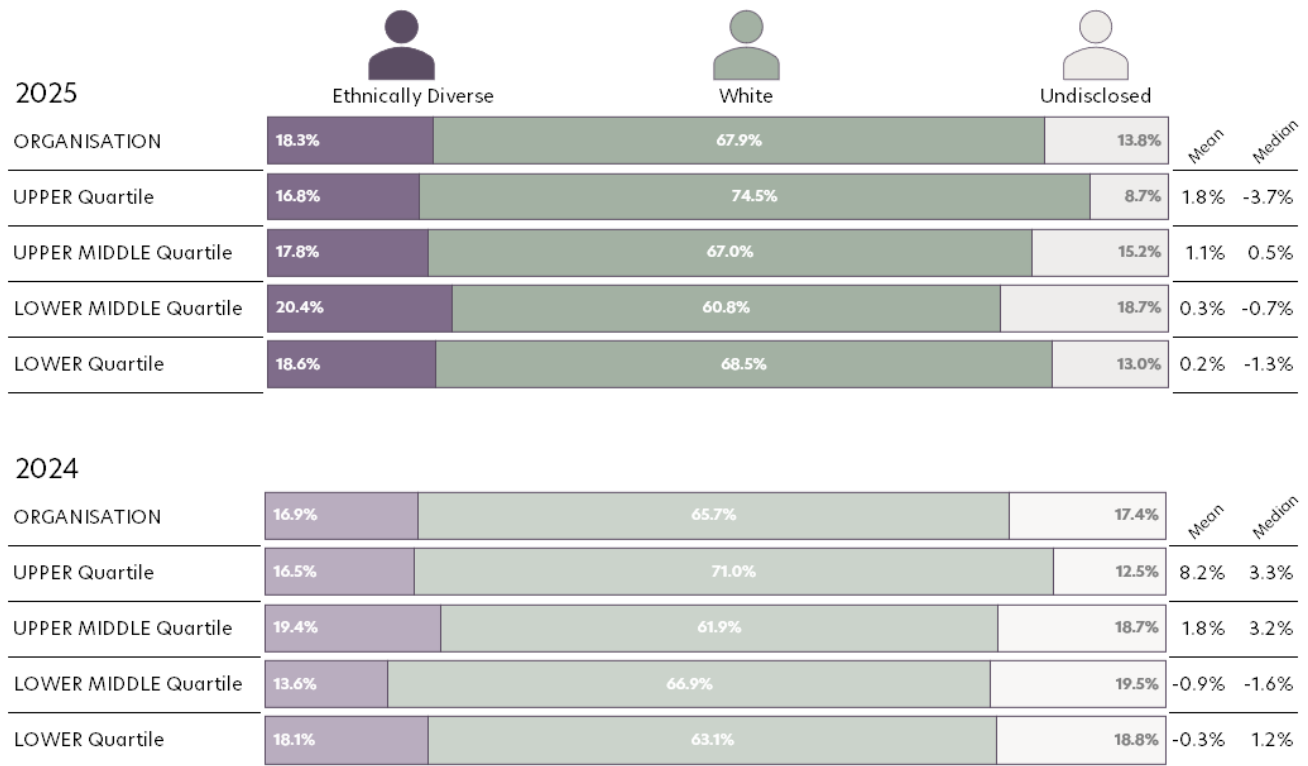
A positive value for the pay gaps reflects the average pay of White colleagues being higher than that of Ethnically Diverse colleagues, while a negative value for the pay gaps reflects the average pay of Ethnically Diverse colleagues is higher.



Our mean ethnicity pay gap is 4.0 per cent, so the average hourly rate for White colleagues is higher than that for Ethnically Diverse colleagues. This gap has fallen in 2025. Our median pay gap has increased, being 1.1 per cent as opposed to zero last year; again, an average hourly rate for White colleagues is higher than for Ethnically Diverse colleagues.

<sup>1</sup> Gov.uk Population of England and Wales

## Our Results: Ethnicity by Pay Quartile



As mentioned previously, our overall ethnicity disclosure improved in 2025, and our Ethnically Diverse representation also increased. Disclosure rates across all quartiles were better than last year, though the Lower Middle Quartile was the one with the smallest shift and continues to have the lowest disclosure rate.

The Lower Middle Quartile also has the greatest Ethnically Diverse representation. Overall, the balance of representation across the quartiles is more even than the previous year. There's a very slight stepped progression from the highest Ethnically Diverse representation in the Lower Middle Quartile, to the lowest representation in the Upper Quartile.

This is tempered by the Median pay gaps being in favour of Ethnically Diverse colleagues in three of the four quartiles, including the Upper Quartile. Also encouraging is that all but one of the pay gaps in the bottom three quartiles are below 1 per cent (the exception being only 1.1 per cent). Meanwhile, the gaps have moved favourably in favour of Ethnically Diverse colleagues in the Upper Quartile.

This implies that, within the bands, the different ethnic groups are remunerated equally, and opportunities for Ethnically Diverse colleagues for roles with higher hourly rates do exist.

## Ethnicity Pay Gaps by Directorate.

There is some difference in ethnic diversity by Directorate, but not as marked as the gender variations.

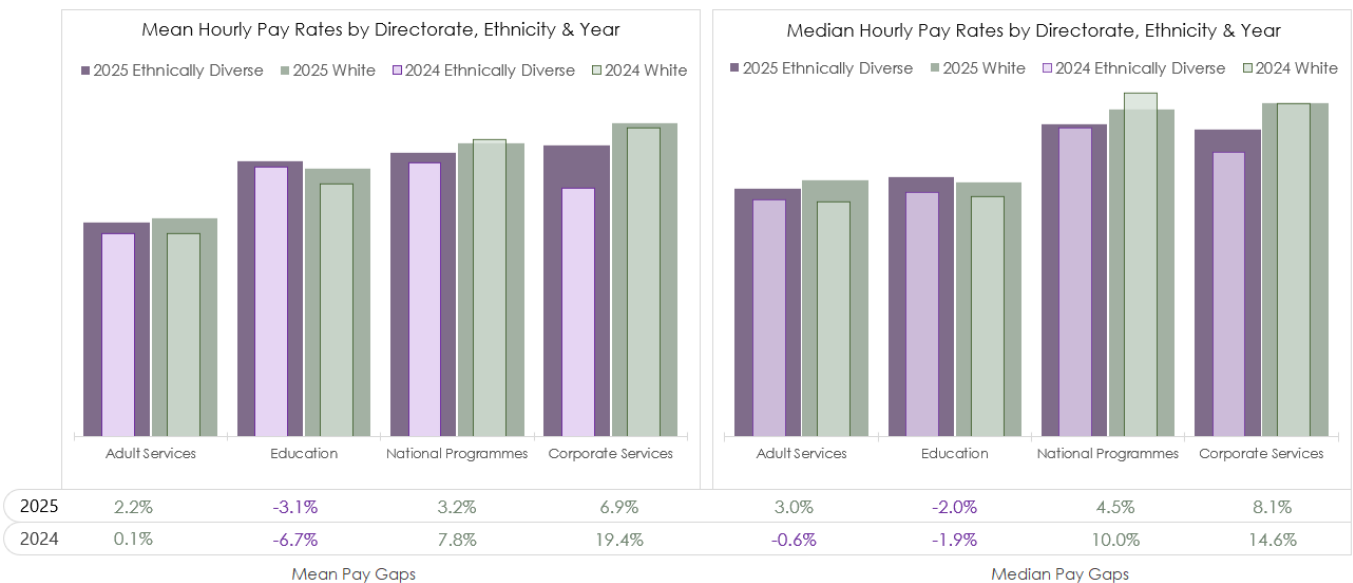
Ethnicity splits by Directorate



Adult Services is the most ethnically diverse Directorate with around 20 per cent representation, but it also has the highest undisclosed group at 18 per cent. Education, National Programmes and Corporate Services have very similar representation at 18, 15, and 16 per cent respectively, while the undisclosed populations are smaller at 8, 7, and 10 per cent respectively.

Adult Services' ethnic population is predominantly from the Black or Black British group, with an approximately equal split of males and females. In Education, the largest group is Asian or Asian British, with a much larger female population than male. National Programmes has roughly equal representation from the Asian, Black and Mixed Heritage groups, but these are largely female colleagues. Corporate Services has a slightly larger Asian or Asian British population than Black or Black British. However, split by gender, Asian women and Black men predominate.

As with Gender pay, Ethnicity pay gaps vary across our main Directorates



The factors of lower role diversity and consistent pay rates in Adult Services again result in relatively small gaps. As with gender pay, its size is felt to have a similar impact on the Charity's overall result. Baring one exception, though, it is the only Directorate to have seen gaps increase in favour of White colleagues.

Education stands out as the only Directorate to have mean and median gaps in favour of Ethnically Diverse colleagues. There is some evidence to show that Asian or Asian British groups tend to do well in ethnicity pay gap studies in the UK<sup>2</sup>, with mean or median pay rates sometimes higher than White groups. This may be reflected in our Education Directorate.

National Programmes and Corporate Services both show similar trends of significant falls in both mean and median pay gaps. In National Programmes, this seems due to the White mean and median hourly pay rates having fallen over 12 months; in Corporate Services, mean and median hourly rates for White colleagues have barely changed while those for Ethnically Diverse colleagues show the biggest increases. This is still the Directorate with the largest gaps, either mean or median.

In conclusion, our Ethnicity Pay Gap results are positive and have a lot to be optimistic about. There is still room for improvement, and we will look at how we can maintain this year's trend going forward.

## Final note.

At the time of compiling, Ethnicity pay gap disclosure is not mandatory, so there are no formal directives on what or how to produce. We have used a very simple binary classification (like gender pay) of White and Ethnically Diverse, as described in the introduction, accepting and allowing for those who have not disclosed their ethnicity. However, there is a question about how to treat non-British White colleagues: those from - or with backgrounds in - Europe and Commonwealth countries, for example.

Last year, the non-British White group – hereafter referred to as 'Ethnic White' – was included in the broad classification for Ethnically Diverse. This was based largely on the suggested treatment of smaller White groups like Romani (Gypsy), Roma and Irish Travellers in other Ethnicity reporting. For consistency, the same approach has been taken this year. However, there are consequences to this as revealed by the following analysis.

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<sup>2</sup> ONS and Government reports from 2022

Ethnically Diverse (ED), Ethnic White (EW), White (W) and Not Disclosed (ND) Group Analysis & Impact

Hourly Pay Rate Averages per Group

	ED	EW	W	ND
Mean	£15.52	£18.48	£16.79	£15.13
Median	£13.95	£15.03	£14.15	£13.95

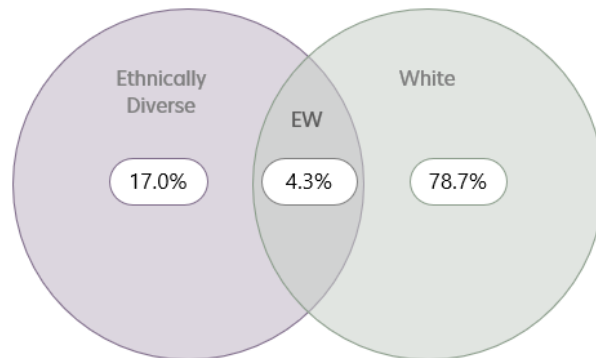
Ethnic White treated as Ethnically Diverse

	ED	W	%Diff
Mean	£16.11	£16.79	4.0%
Median	£13.99	£14.15	1.1%

\* this is our current treatment

Ethnic White treated as White

	ED	W	%Diff
Mean	£15.52	£16.88	8.0%
Median	£13.95	£14.23	2.0%



The Ethnic White population is a relatively small part of the disclosed population. However, its impact can be quite large.

- This group has the highest average hourly pay rates, implying they are in higher paid roles. One reason may be that a higher proportion of this group (56%) work in the Central Services, National Programmes and particularly Education Directorates, whose roles tend to be higher paid. This may further contribute to why Education has pay gaps in favour of Ethnically Diverse colleagues.
- When included in the broad Ethnically Diverse group, overall ethnicity pay gaps are 4.0 per cent and 1.1 per cent for mean and median averages respectively (as reported above).
- If they were included in the broad White group, these mean and median averages increase to 8.0 per cent and 2.0 per cent respectively.
- There would still be an ethnicity pay gap in the Charity, but it would be double what is currently reported, just based on the treatment of this small group.
- Finally, of interest in this analysis is that the mean and median rates for the 'Not Disclosed' group align very closely to the Ethnically Diverse group. It might be inferred that this group has a high proportion of colleagues from ethnically diverse backgrounds.

The last point to note is that while a broad breakdown of our Ethnically Diverse group has been mentioned in relation to our Directorates, no analysis of pay gaps for these groups has been performed. This was largely to simplify the current voluntary reporting but also accepting that small population groups can result in erratic, inconsistent statistics.

We await with interest the guidance which will be issued when mandatory Ethnicity Pay Gap reporting comes into law.

## How will we use this report?

As we continue to build a more diverse and inclusive organisation, our ethnicity pay gap analysis provides valuable insight into where progress is being made and where further focus is needed. We will use these findings to inform the development of our new People Strategy, ensuring that our approach to recruitment, development and progression actively supports fair and equitable opportunities for colleagues from all ethnic backgrounds. By strengthening our workforce planning, enhancing transparency around career pathways, and engaging more deeply with colleagues' lived experiences, we will take targeted, evidence-based action to maintain positive trends and address areas of disparity. Our aim is to ensure that every colleague is supported to realise their potential and that our pay and progression structures reflect our commitment to equality.

*All the figures above have been reviewed and signed off by our Chief Executive Officer, Caroline Stevens.*