



# GENDER, ETHNICITY AND DISABILITY



**YOUTH  
WITHOUT  
LIMITS**

**Pay Gap Report 2025**

**At The Duke of Edinburgh's Award (DofE) one of our core values is inclusivity. We are committed to creating an organisation where everyone is welcome and feels included, and where we value the diverse experiences and skills that our employees bring.**

Pay gap reporting is one metric that helps us measure progress against our equity, diversity and inclusion (EDI) ambitions. Monitoring this data year on year and using it to inform the actions and decisions we take helps us to provide a workplace where all staff can achieve their potential, regardless of background or personal characteristics.

We continue to publish gender, ethnicity and disability pay gap reports because, while gender is the only one currently mandatory, they all play an important role in enabling us to understand more about the people who make up our charity and any actions we need to take to continue to make the DofE as inclusive and diverse as possible.

The data in these reports is combined with other data and information to inform our future decisions, as well as highlight any of our current activities that support our EDI commitments and ambitions. You can read more about these on pages 9-11 of this report.



**Ruth Marvel OBE** CEO  
The Duke of Edinburgh's Award



## WHAT IS IT?

**Gender pay gap** reporting is an annual process that is required by the government for any workplaces that employ 250 or more people.

The process/calculation for reporting are set by the government and look at the average hourly rate of employees by, male/female binary to calculate any difference between the average hourly rate of all male employees and the average hourly rate of all female employees. The calculation is then presented as a %.

This is different to an equal pay calculation that would look at the pay of male and female people doing work of the same level and calculate any pay differences.



**Ethnicity pay gap** is not currently mandatory for any workplaces, however we believe it is important to also look at and report this data.

For the purpose of the calculation, pay is looked at by two categories, the pay of all White staff, and the pay for all Black, Asian and Minority Ethnicity staff as a separate group. We note that by grouping all Black, Asian and Minority Ethnicity staff into one group, finer details regarding the pay of individual ethnic groups may be lost. In this instance, as a charity with a relatively small staff body and a low number of Black, Asian and Minority Ethnic staff it's necessary to group ethnicities together for reporting purposes. This method of reporting will be kept under review in future years.



**Disability Pay Gap** is not currently mandatory for any workplaces, however we believe it is important to also look at and report this data.

For the purpose of the calculation, pay is looked at by two categories, the pay of all staff with a disability, and the pay for all staff without a disability as a separate group. Staff are invited to share whether they have a disability, as defined under the Equality Act 2010 within our HR management systems and this data is used to form the two groupings as noted above.

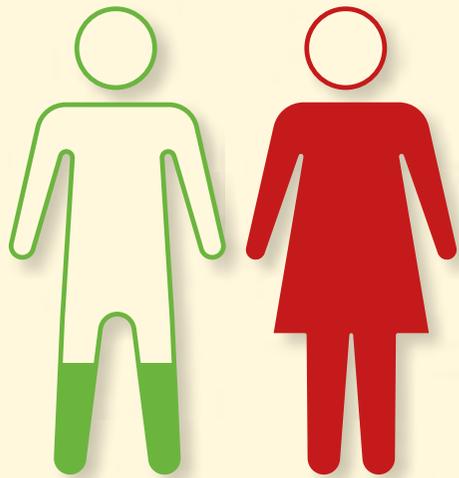


# Gender quartile comparison

**Key:** Percentage of



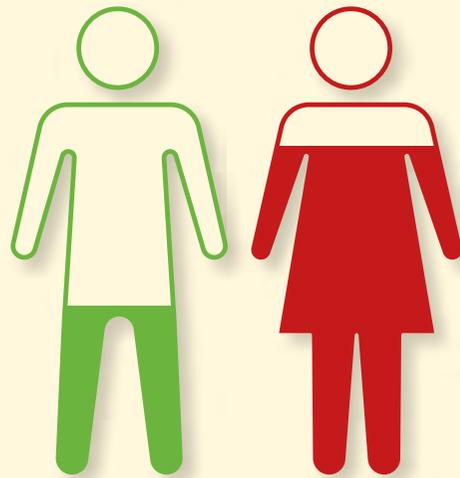
## Top quartile



23.96%

76.04%

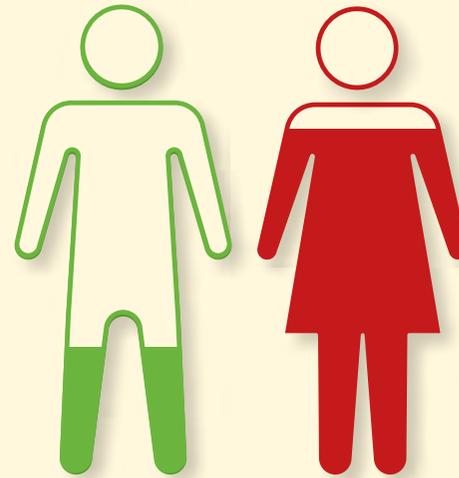
## Upper middle quartile



32.29%

67.71%

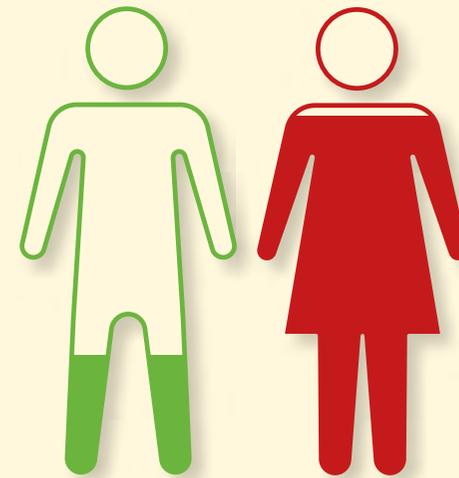
## Lower middle quartile



26.04%

73.96%

## Lower quartile



24.74%

75.26%

# Gender pay gap

The **mean** rate of pay per hour for



Men is  
**£23.93**



Women is  
**£22.55**

The **mean** gender pay gap for **DofE is 5.8%**.

In 2024, the figure was 2.9%.

The **median** rate of pay per hour for



Men is  
**£20.77**



Women is  
**£19.93**

The **median** gender pay gap for **DofE is 4.0%**,

whilst last year it was -1.4%.

# Bonus pay gap

In 2025 no bonuses were awarded to any staff working at the DofE.

## What does this mean?

Our gender pay gap continues to be lower than the average for the Charity sector. The increase in both Mean and Median gaps points to a change in the distribution of men and women across different levels in the Charity. We have seen a change in the gender demographics of our Executive Leadership Team, that, when explored, is seen to be a sizable driver of the overall increase in the mean. We also see a greater proportion of men in the upper middle quartile than in other quartiles.

We continue to monitor closely in terms of access to promotion and development opportunities and hires into senior roles within the charity.



# Ethnicity quartile comparison

**Key:** Percentage of staff



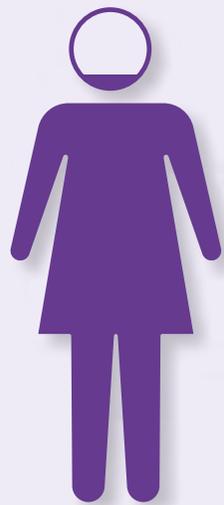
White



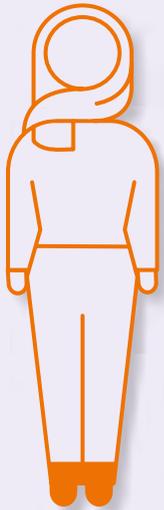
Black, Asian and  
Minority Ethnic



## Top quartile

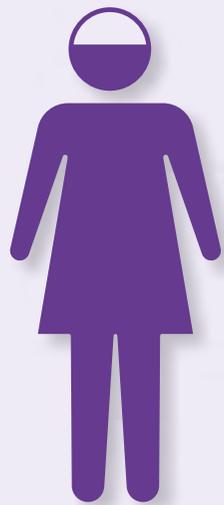


90.32%



9.68%

## Upper middle quartile

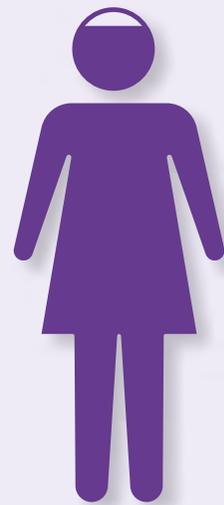


95.70%



4.3%

## Lower middle quartile

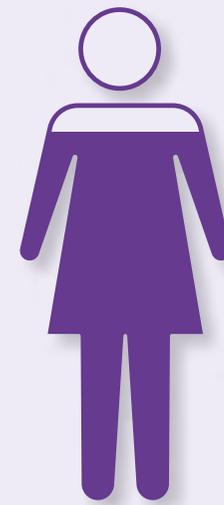


97.87%

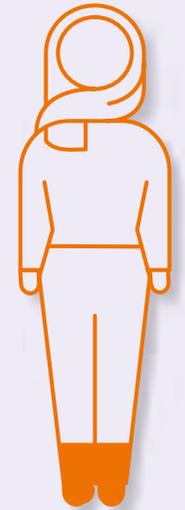


2.13%

## Lower quartile



88%

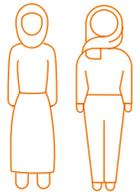


11.70%

The **mean** rate of pay per hour for



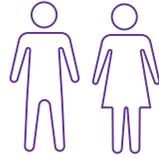
White staff is **£22.90**



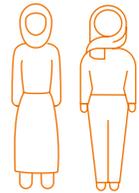
Black, Asian and Minority Ethnic staff is **£23.75**

The **mean** ethnicity pay gap for **DofE** is **-3.7%**. In 2024, the figure was **-1.9%**.

The **median** rate of pay per hour for



White staff is **£20.64**



Black, Asian and Minority Ethnic staff is **£20.26**

The **median** ethnicity pay gap for **DofE** is **1.9%**. In 2024, the figure was **0.9%**.

## What does this mean?

The percentage of staff who are Black, Asian or Minority Ethnic working at the charity remains roughly the same. As a result, there continues to be a high level of data volatility with changes in small numbers of people impacting figures.

It is pleasing to see that the proportion of staff at the top quartile who are Black, Asian and Minority Ethnic remaining roughly the same as last year. Conversely it is concerning to see so few staff at the upper middle quartile and lower middle quartiles who are Black, Asian and Minority Ethnic.

We will continue to raise awareness of the demographics of the workforce at all levels, to consider this data alongside other available information and work to embed inclusive recruitment across all levels and types of roles across the charity.

Fewer workplaces in the charity sector publish ethnicity pay gap data, therefore it is not possible to do a full sector comparison. In 2022, 27 of the top 250 charities by income published their ethnicity pay gap data, with a combined average pay gap of 21.9% in favour of white staff. (Source [11% of large charities report their ethnicity pay gap, research finds](#) | Ethical Marketing News)

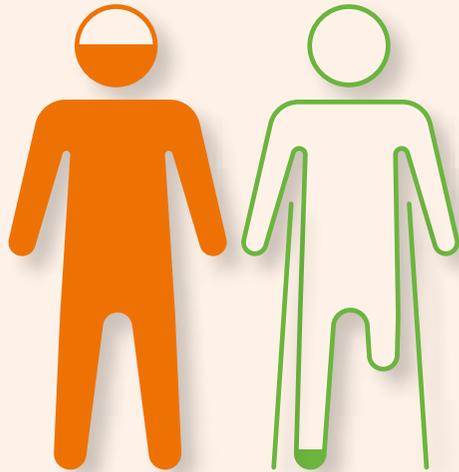


# Disability quartile comparison

**Key:** Percentage of staff



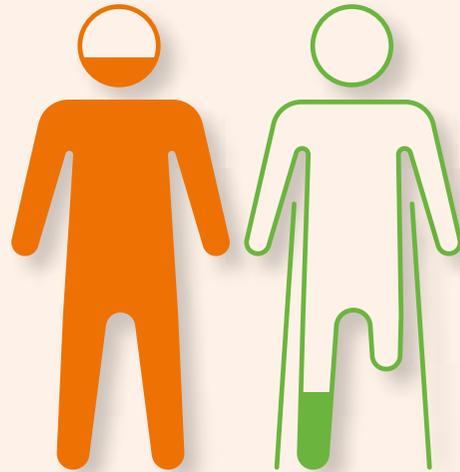
## Top quartile



95.60%

4.40%

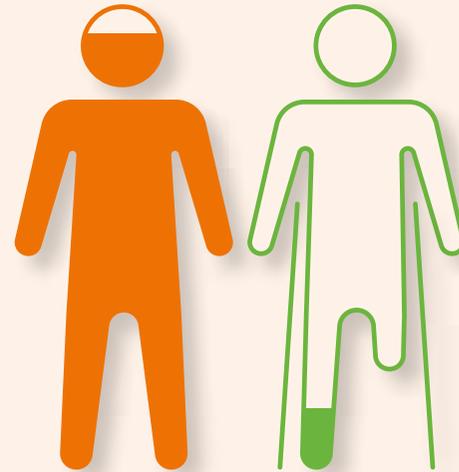
## Upper middle quartile



84.62%

15.38%

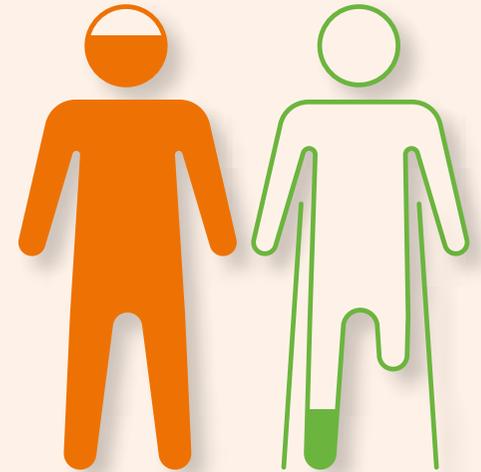
## Lower middle quartile



87.91%

12.09%

## Lower quartile



87.91%

12.09%

The **mean** rate of pay per hour for



Non-disabled staff is **£23.27**



Disabled staff is **£21.72**

The **mean** disability pay gap for **DofE is 7.2%**. Last year the figure was 1.01%.

The **median** rate of pay per hour for



Non-disabled staff is **£20.69**



Disabled staff is **£20.32**

The **mean** disability pay gap for **DofE is 1.8%**. Last year the figure was 1.5%.

## What does this mean?

We have seen an increase in the mean pay gap for disability (from 1% in 2024). This is heavily influenced by a reduction in the proportion of staff in the top quartile who are disabled.

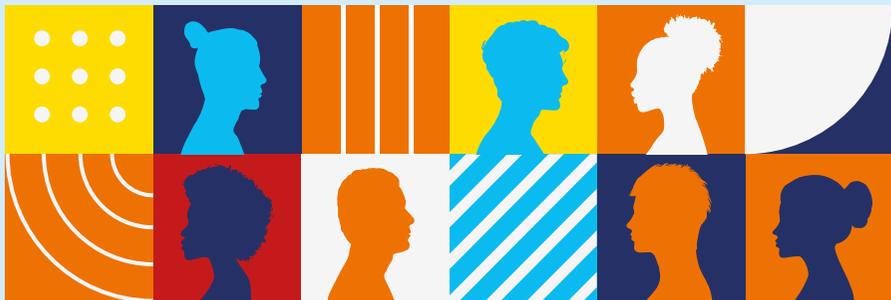
We continue to have a relatively low number of staff overall, meaning that changes involving one or two staff members in the top quartile leaving or joining the charity can create a noticeable swing in the mean and median pay gap figures.

Notwithstanding this, we should ensure we continue to raise awareness of disability inclusion and closely monitor this data should the increase seen here continue and to identify actions to address if this is the case.



# EQUITY AT THE DOFE?

At DofE we are committed to being a caring and welcoming place of work for everyone. Whilst our pay gaps themselves show no significant concerns, we know that there is more we need to do to become the charity we want to be. We want the DofE to feel relevant to all staff, volunteers and young people – a place where all individuals feel respected, included, able to give off their best and be equipped to role model inclusivity.



## THE LAST 12 MONTHS

1. Continued to apply our pay framework and policy to ensure transparency and consistency with regards to pay.
2. Used recruitment, demographic, experience and leaver data to inform actions and wider work.
3. Developed and deployed Recruitment and Selection training, focusing on inclusive practice, to recruiting managers and potential panel members across the Charity.
4. Updated the information we provide to applicants to ensure everyone has equal understanding of our recruitment process.
5. Developed a process and training to embed equality impact assessments across the charity.
6. Continued to support our six staff networks: Inclusivity Network; LGBTQ+ Network; Men's Network; Parents and Carers Network; Race, Ethnicity and Cultural Heritage Network; Women's Network; and invested in the training and development of network leads.

7. Embedded principles of equity and inclusion into the new Learning and Development policy and framework.
8. Embedded inclusive practice into our mentoring programme.
9. Delivered a variety of training across the year including training around inclusive ways of working, mitigating unconscious bias and neurodiversity awareness training.
10. Ran a series of lived experience sessions for staff to increase awareness of different experiences and support creating a culture of understanding and belonging for all.



# THE NEXT 12 MONTHS

1. Continue to develop policies that support all staff.
2. Roll out further EDI training focusing on inclusive ways of working, race equity, and psychological safety.
3. Give staff access to lived experience sessions to continue to raise awareness of different experiences.
4. Develop career development opportunities for staff from underrepresented groups.
5. Continue to train recruiting managers and panel members in inclusive selection for recruitment processes.
6. Work with Staff Networks in the development and review of processes and policies ensuring what we implement works effectively for all.
7. Build on strong foundations to develop 'listening café's' between Staff Networks and senior leaders.

