Active Prospects

People leading aspiring lives

# Diversity Pay Gap Report 2026



Active Prospects is a Community Benefit Society (26618R) with charitable status.

# Background

At Active Prospects, we are committed to embedding diversity, equity, inclusion and belonging (DEIB) at the heart of our organisation. We strive to build an inclusive and diverse workforce that reflects the people and communities we support.

## Our mission is to enable people with learning disabilities, mental health needs and autistic people to live full, aspirational lives.

We are proud to publish our **gender, ethnicity and disability pay gap data**, reinforcing our commitment to transparency and accountability. This report goes above and beyond our statutory obligation of pay gap reporting. Sharing this information supports our ambition to make Active Prospects a truly inclusive and rewarding great place to work for everyone.

We hold ourselves accountable for improving representation across our workforce and will continue to publish our progress annually alongside our pay gap figures. In parallel, we are strengthening our talent development and leadership programmes and investing in our culture, wellbeing and support arrangements to meet the diverse needs of our employees and their families.



# Gender Pay Gap

This is a measure of the difference between average female earnings compared to average male earnings, regardless of roles. This is different from 'equal pay', which is an organisation's legal obligation to ensure that men and women are paid the same for doing the same or similar roles. All roles across the organisation are included in calculating the average earnings figure and it is expressed as a percentage of men's earnings.

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

For 2026, women's average hourly pay is **5% higher than men's,** representing a decrease of 4% from 2025. The median pay difference between men and women is 0%, unchanged since 2021. This indicates that at the midpoint of the hourly pay distribution, men and women are paid equally, a pattern that has remained consistent over the past five years.

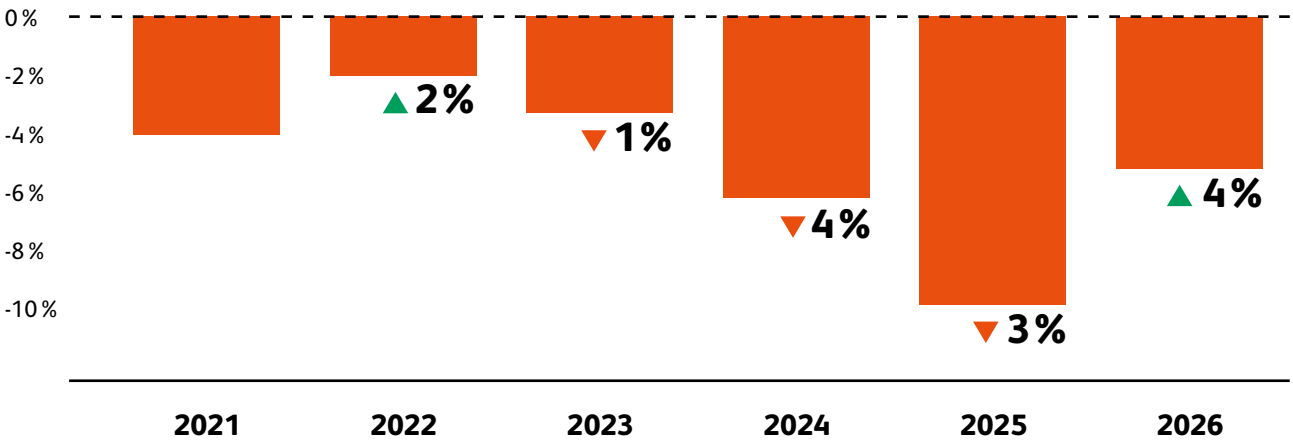
The difference between the mean and median is likely influenced by the distribution of higher earners. Women make up **63% of the upper pay quartile**. As the mean is sensitive to higher values, this increases the overall average pay for women.

Women also make up a larger proportion of the workforce **overall (57.69%)** compared to men **(42.31%)**. Most pay quartiles reflect this distribution, except for the upper quartile, where women are more strongly represented than their overall workforce share. There is no evidence to suggest unequal pay within roles. Instead, the observed difference in average pay appears to be driven by workforce composition, with women more strongly represented in higher-paying roles.

We will continue to monitor gender representation across our workforce and seek opportunities to improve balance where possible. We recognise that the health and social care sector has traditionally been female dominated, and this is reflected in our current workforce profile.

## Mean gender pay gap across the years

Data labels show the percentage change from the previous year




**Note:** a negative figure, means on average women are paid more than men. People are paid the same for similar roles, but we have a higher percentage of women in senior and better paid roles, albeit is a small differential. We awarded an equal sum of bonuses to all our employees, thus there was no differential between females and males for bonus allocation.

# Ethnicity Pay Gap

The ethnicity pay gap is the difference between the average hourly pay between employees who are white UK employees and employees who are from ethnic minoritised communities.

Ethnically minoritised employees earn on average **19% less** than white employees. This is unchanged from last year. Likewise, the median gap is also 19 % and is 1 % wider than last year.

Active Prospects is one of the most diverse organisations in our area and we have been very successful in attracting staff from ethnic minoritised communities. However this has been mostly in front line staff roles, that are paid less. The pay disparity is primarily driven by the underrepresentation of ethnic minorities in higher paid jobs.

White employees are approximately **38% of the workforce**, but account for **75% of roles in the upper pay quartile**. This is notably still reflective of the make-up of our local community. The concentration in higher-paying positions elevates the mean and median for white employees.

Delving deeper, service-based roles are 81 % of all Active Prospects jobs and are predominantly held by ethnic minoritised employees (71 % ). Contrastingly, central office roles are largely within the upper-pay quartile (87 % ) and are primarily held by white employees (82 % ). This distribution helps explain the current lower representation of ethnically minoritised employees in higher-paying roles, albeit it is in line with the profile of our local population. This indicates that the challenge is less

Overall, the evidence indicates that the observed pay gap is driven by differences in role distribution and access to higher-paying positions, rather than disparities in pay within the same roles. We have been growing as an organisation year on year and have been successful in attracting higher numbers of staff from ethnic minoritised communities.

We are committed to delivering inclusive management and leadership development programmes that enables our staff from diverse backgrounds to progress into senior roles at Active Prospects. Through a proactive approach to diversity, equity, inclusion and belonging and the delivery of inclusive leadership programmes, we have seen positive progress in recent years and will continue to build on this momentum.

When reviewing the 2021 Census for Surrey, the citizens by ethnic groups summary demonstrated that **83.5% of Surrey residents are White British** (including English, Welsh, Scottish & N Irish) or White Other. Statistically as an organisation 37.3 % of our employees are from a white background; 60.3 % of our employees being from an ethnic minoritised background; and 2.2 % prefer not to say.

We are continuing to focus on building a diverse workforce across all areas of our business. In particular, we remain committed to enhancing the diversity of our Board. Although the overall number of Board members has remained unchanged from last year, representation of Board members from ethnic minoritised communities increased from 18 % to 33.3 % in 2025. We are also working to ensure that each of our service teams have a diverse representation of employees.

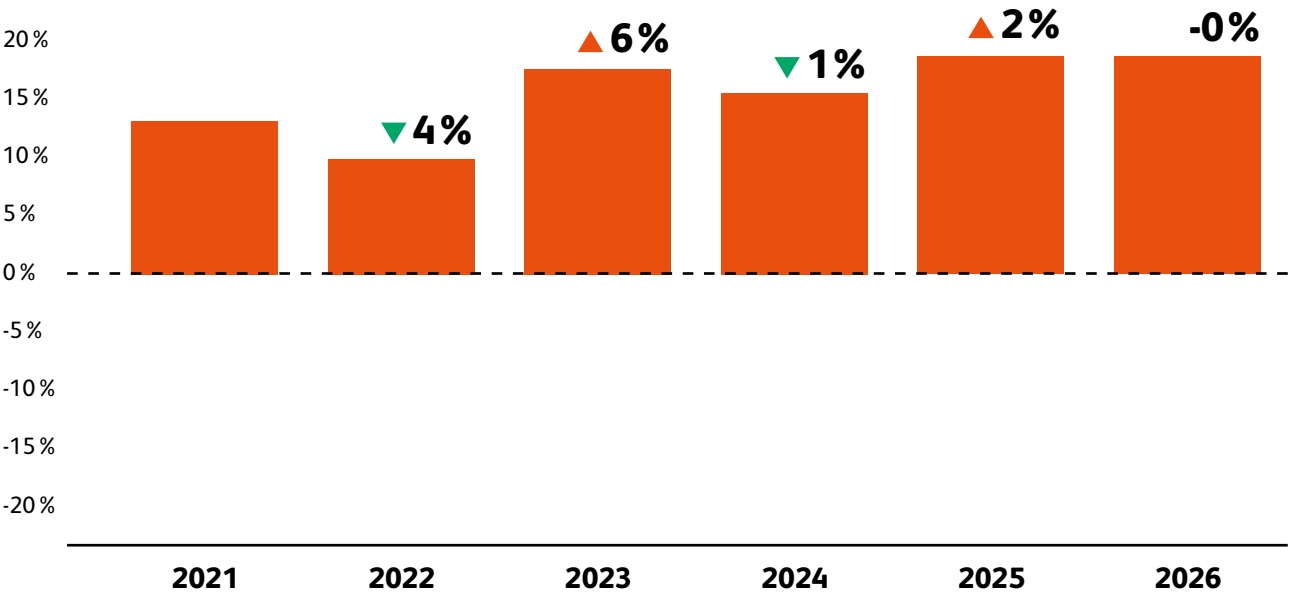


## Percentage of ethnic groups in each hourly pay quarter




## Mean ethnicity pay gap across the years

Data labels show the percentage change from the previous year




Over time, our workforce profile has changed, with a growing proportion of support worker roles, our lowest paid roles, now held by employees from ethnic minoritised backgrounds. Senior roles are held by people from ethnic minoritised groups in portion to our local community profile, which is positive.

We are proud to report our internal management promotion data shows positive diverse onward progression and we run developmental programmes which attract a high percentage of diverse applicants. The most recent cohort of Rising Stars (our internal leadership development programme) comprised 90 % of staff from an ethnic minoritised community. Care Senior Leadership Team has a 40 % representation of people from ethnic minoritised communities, and our Executive Leadership Team has remained stable at 40 % representation.

# Disability Pay Gap

This is the difference between the average hourly pay between employees who are disabled and those that do not have a disability. Our disability pay gap results show that in 2026, the average pay for non-disabled employees was 7 % higher in comparison to non-disabled employees. This has increased by 2 percentage points since 2025. **This disability pay gap is positive for the organisation** as it shows disabled people are paid more than the mean pay, and the national average is a 13.8 % detrimental gap.

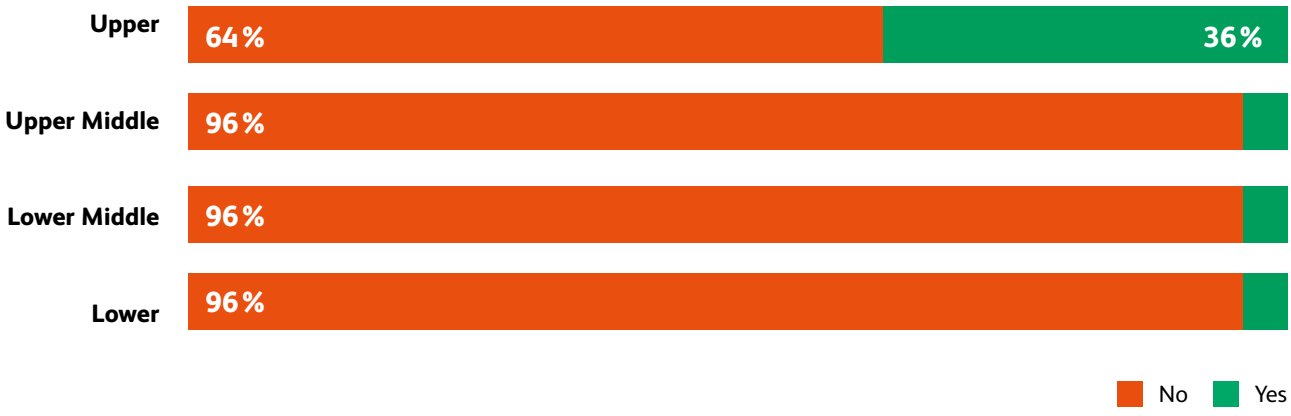
The median pay difference has also increased from 2025, by 1 percentage point. This means that the median pay for non-disabled employees is 30 % higher than for non-disabled employees. Whilst these findings indicate a large pay gap favouring disabled employees, these findings should be interpreted cautiously.

In 2025 we saw a sharp increase in the number of disabled staff hired, attributed to the launch of our Oliver McGowan Training Initiative. As of 2026 the Oliver McGowan Experts with Lived Experience make up 87 % of disabled employees and these colleagues are paid at a nationally set rate, which is higher than our support workers who form rgest cohort of our staff.

As disabled employees are predominantly hired into a single role-type with a standardised pay rate, their hourly pay distribution is tightly clustered. This contrasts with the non-disabled employees who demonstrate a much wider distribution of roles and pay levels. As this tight cluster of disabled employees is situated in the upper quartile, both the median and average for disabled employees are elevated. Whereas for non-disabled employees, the wider cross-quartile spread of hourly pay results in a lower median.

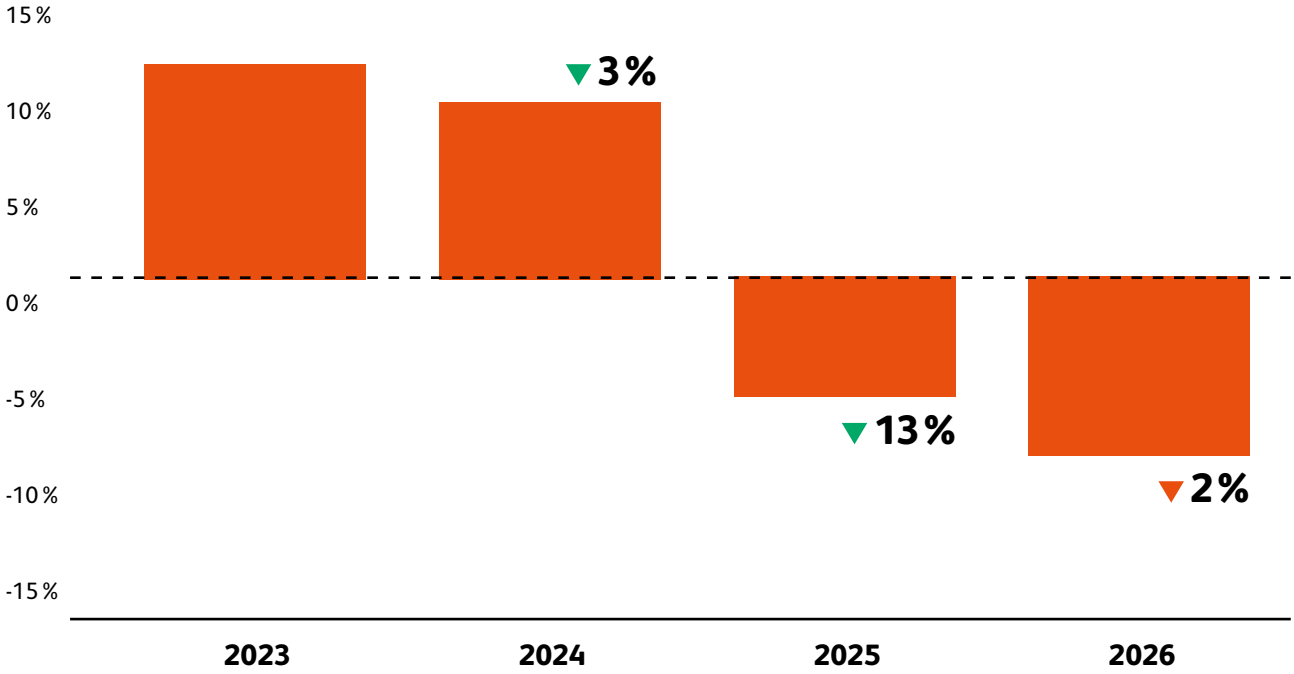
In summary, the pay gap is largely influenced by the introduction of this specific role within the organisation. As a result, we cannot draw firm conclusions about a pay advantage for disabled colleagues, as the analysis does not compare like for like roles. Disabled employees currently represent a relatively small proportion of the workforce (12 % ), and the pay distributions should therefore be interpreted with care. Small changes in workforce composition could result in disproportionate shifts in the pay gap outcomes.

## Percentage of disability status in each hourly pay quarter



## Mean disability pay gap across the years

Data labels show the percentage change from the previous year



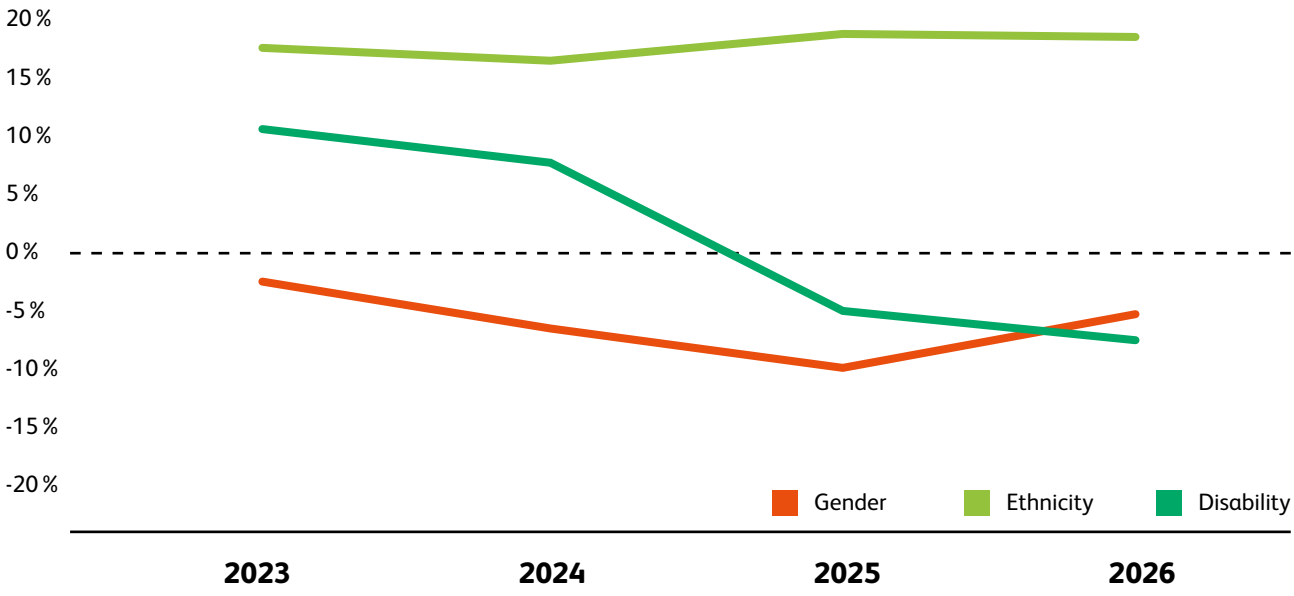

We continue to explore ways to strengthen the representation of disabled people within our workforce. As part of this commitment, we continue to look at creative ways to increase the number of paid employment roles specifically for people we support, recognising that people with learning disabilities, mental health needs and autistic people are disproportionately disadvantaged in accessing employment opportunities. These roles provide meaningful work experience and support pathways into longer term employment.

We aim to be an employer of choice and are proud of the emphasis we place on promoting a positive work–life balance. We actively support flexible working wherever possible and offer enhanced maternity and paternity leave, alongside shared parental leave, to support working parents and families.

At Active Prospects, we are committed to improving the lives of the people we support by delivering high quality care through a workforce that feels engaged, valued and supported. We strive to ensure our workforce reflects the diversity of the people we support and that colleagues feel recognised and rewarded for the care and commitment they provide.

# Summary

## Mean pay differences across the years




## A guide to the figures

**Mean:** the average of a set of numbers. All numbers are added together and divided by the number of numbers put into the calculation. For example, taking 5, 8, 12, 26, and 40, the sum of the numbers is 91. Dividing this by five (the number of figures) gives you a mean of 18.2. The regulations require us to report the difference between the mean hourly rate of men compared to the mean hourly rate of women, expressed as a percentage of the men's figure.

**Median:** the middle value of a list of numbers. If the list has an odd number of entries, the median is the middle entry after sorting the list into increasing order. If the list has an even number of entries, the median is halfway between the two middle numbers after sorting. For example, taking 5, 8, 12, 26, and 40, the median value is 12. The regulations require us to report the difference between the median hourly rate for men compared to the median hourly rate for women, expressed as a percentage of at 66.6 % the men's figure.

**Pay Quartiles:** rates of pay are placed into a list in order of value and the list is divided into four equal sections (quartiles). Each quartile will contain the same number of individuals. The regulations require us to report how many men and how many women are in each pay quartile, expressed as a percentage within each quartile.

**Bonus:** the regulations also require us to publish the same measures.

## Declaration

This data has been collected and presented within this report in accordance with the Equality Act 2010.

**Signature**

**Name**

Active Prospects enables people with learning disabilities and autism, physical and mental health needs to lead full and aspiring lives.

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