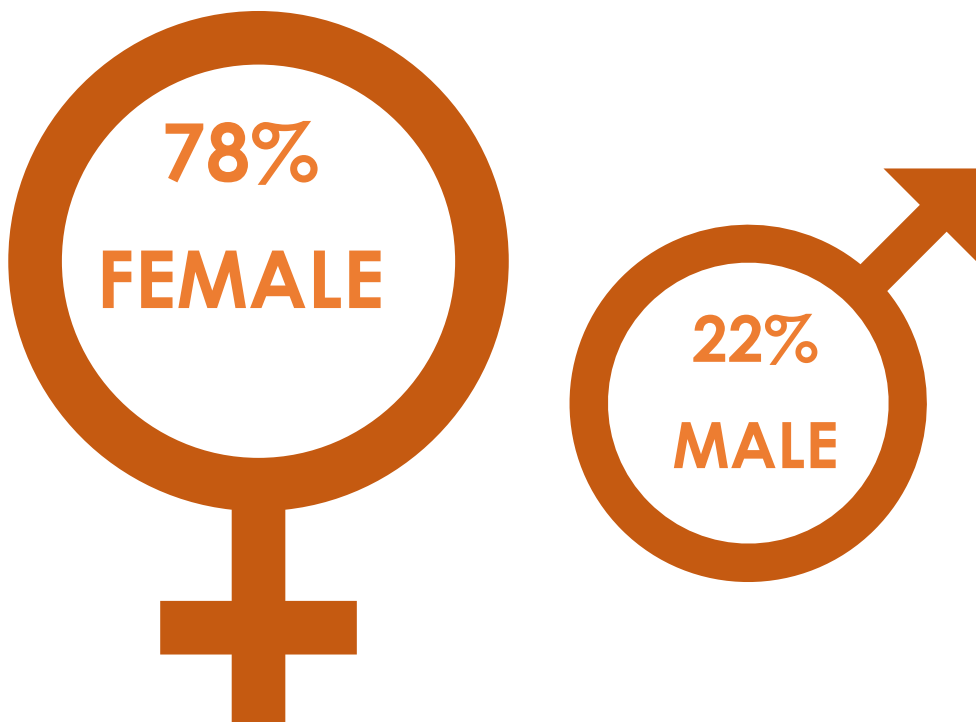


2024 Gender Pay Gap Report

We are a Social Enterprise co-owned by our staff as an employee co-operative and we are committed to creating a working environment of fairness, equality and inclusion.

**ACROSS 435 EMPLOYEES THE GENDER
BALANCE IS**



OUR 2024 GENDER PAY GAP REPORT

Difference between men and women

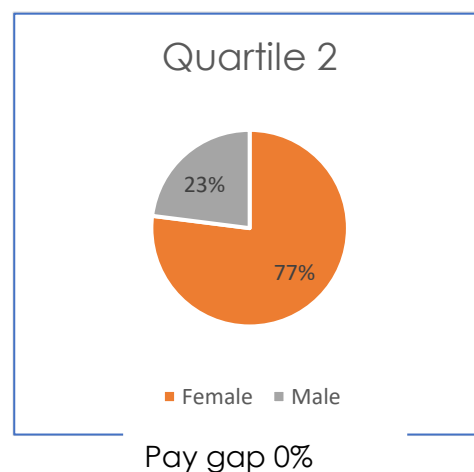
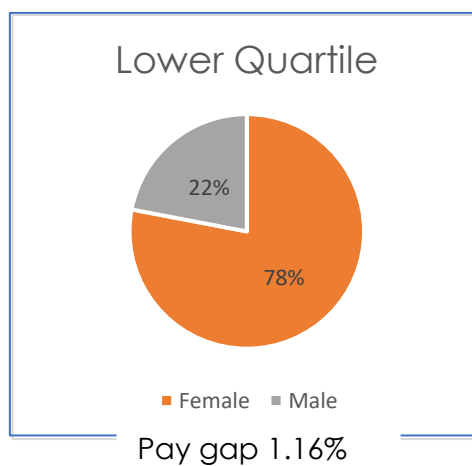
	Mean	Median
Hourly fixed pay	-1.57%	-0%
Bonus paid	N/A	N/A

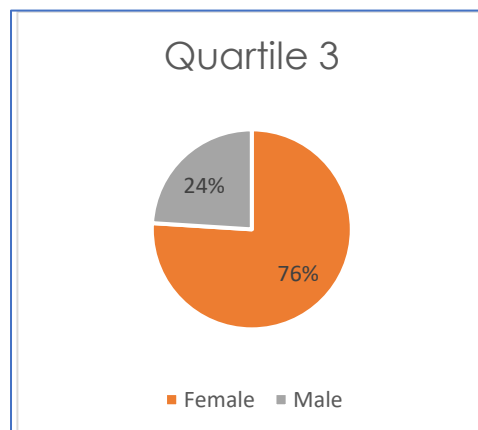
Pay quartiles

Proportion of males and females in each pay quartile, each quartile contains 109 (108 Upper Quartile) employees.

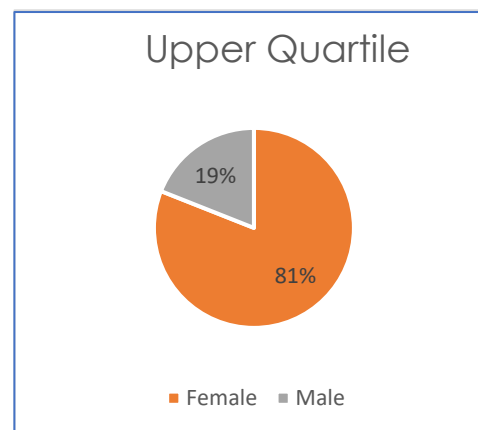
Salary quartiles

	% Female	% Male
Lower quartile	78%	22%
Lower middle quartile	77%	23%
Upper middle quartile	76%	24%
Upper quartile	81%	19%





Pay gap 0 %



Pay gap -0.82%

Leading Lives has conducted a Gender Pay Gap Review, which reveals that pay rates for men and women are consistent. By comparing this year's Gender Pay report with that of 2023, we observe minimal changes across all quartiles, with the exception of the upper quartile. The overall gender distribution has remained largely stable, although there has been a 3% increase in the number of male employees. Notably, this year has seen a reduction in the pay gap within the upper quartile, attributed to female service managers leaving and being replaced by their male counterparts.

In the lower quartile, it is evident that men are earning 1.16% more than women, primarily due to a higher number of female apprentices at the time of reporting, many of whom are under the age of 21 and therefore on a lower pay scale.

At Leading Lives, there is no disparity in the median pay rates for males and females, and the mean gender pay gap stands at a modest 1.57%. We are confident that men and women receive equal pay for equivalent roles, and the quartile distribution accurately reflects the overall gender balance within the company, which is 22% male to 78% female. I can confirm that the reported data is accurate.

Lucy Humphrey

Chief Executive Officer

24 February 2025