



London Ambulance Service
NHS Trust

Pay Gap Report

Gender, Disability and Ethnicity – 2025/26



We are the capital's emergency and urgent care responders



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Overview

Purpose

The pay gap report is a measure of workplace disadvantage, measured in terms of a comparison between average hourly rates of pay.

All organisations including NHS Trusts are required by law to produce and publish their gender pay gap report annually. Historically there have been sizeable gaps in pay between men and women and this law was put in place to reduce this unfairness.

Reporting on the ethnicity and disability pay gaps currently remains voluntary, and progressive organisations who are committed to driving fairness at work are increasingly reporting on this.

London Ambulance Service is working hard to create a fair and inclusive organisation, where people feel that they are treated well and are valued. In line with this, we are reporting on all three pay gaps for 2026.

Methodology

Data is collated and taken from Employee Staff Records (ESR) and has a good level of validity due to the high level of data completeness. The data is accurate as of 31st March 2026.

Pay gaps are measured by looking at the difference between the average (mean or median) earnings of a particular demographic against another base demographic, and is expressed as a percentage of earnings. The data also includes part-time staff data.

For the calculations, we include basic pay, allowances, pay for leave and shift premium pay, and do not include overtime. Due to how pay gaps are calculated, differences can be a result of contract type, distribution across Bands and progression / retention / recruitment rates, for example.

Definitions

All information within this report is a percentage of staff who have shared their gender, ethnicity and disability that represents the majority of staff, not all.

1. When we talk about gender, in this case we are taking data from people who identify as men and women.
2. When we talk about ethnicity, we are basing this upon the 2021 ONS Census categories for ethnicity.
3. When we talk about disability we are including any individual with a condition of the body or mind that makes it more difficult for them to do certain activities or interact with the world around them.



A message from our Chief Executive

This year, London Ambulance Service has once again gone beyond its statutory reporting obligations by publishing not only our gender pay gap data, but also our ethnicity and disability pay gaps. We remain one of a small number of NHS organisations to take this broader approach, demonstrating our commitment to transparency, accountability and creating a workplace where everyone has the opportunity to succeed.

I am proud to report that we have made positive progress across all three measures this year, with reductions in our gender, ethnicity and disability pay gaps.

Most notably, our gender pay gap is now at its lowest level since reporting began. This reflects the sustained action we have taken to support the progression of women across the organisation, remove barriers to development and create greater opportunities for leadership.

We have also maintained a minimal disability pay gap, reflecting our commitment to ensuring disabled colleagues have the support, adjustments and opportunities they need to thrive and progress in their careers.

Our ethnicity pay gap has reduced significantly compared with last year. While it remains our largest pay gap, the progress we have made is encouraging and demonstrates the impact of our continued focus on inclusion, culture and representation. We know that colleagues from ethnic minority backgrounds remain underrepresented in higher-grade roles, and we are committed to addressing this through targeted development opportunities, inclusive recruitment practices and sustained culture change.

These results show that our efforts are making a difference, but we know there is more to do. Through our ongoing work on workforce equality, supported by our Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES) and wider transformation programme, we will continue to challenge inequalities, remove barriers and create opportunities for all.

While we are proud of the progress we have made, our ambition is clear: to build a workforce that reflects the diverse communities we serve and where everyone has an equal opportunity to succeed, thrive and fulfil their potential at LAS.



The capital's emergency and urgent care responders.



Jason Killens

**Chief Executive
London Ambulance Service
NHS Trust**



Our strategic equality objectives

To achieve the work set out in the LAS strategy 2023-28, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028 and achieve the mission of “being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.”

The LAS strategy states:

“We aim to build a diverse organisation that values and celebrates difference, promotes equality and prioritises the wellbeing of our people. We will build a workforce that knows and reflects the people we serve. We will build an organisation where everyone can feel they belong, their voice is valued and there are opportunities for a career. Discrimination, bullying, harassment and racism have no place in our organisation and we will take a zero-tolerance approach to tackling this behaviour.”

To deliver the missions set out in the LAS strategy, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028:

OBJECTIVE 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks.

OBJECTIVE 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers.

OBJECTIVE 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards.



Our progress in 2025/26

This report presents an analysis of the pay gap data for London Ambulance Service, with a focus on the key disparities relating to disability, ethnicity and gender. Understanding the extent of pay disparities among different demographic groups is crucial in recognising and addressing inequalities and ensuring appropriate steps are taken to reduce the disparities.



The analysis includes an examination of the salary differences across the three highlighted demographics, with further analysis relating to pay across different pay grades for these groups. The pay gap shows **the differences in average pay between one demographic with another demographic across the entire workforce. It is not to be confused with equal pay** which looks at the differences between people that carry out the same jobs or work of equal value, and it is illegal to pay anyone differently based on one demographic. In summary:

- We have been reporting on the gender pay gap for a number of years and it is pleasing to see the gender pay gap is at its lowest ever, since reporting began. **Women in LAS earn 97.5 pence compared to every £1 men earn.** This is a significant reduction leaving little difference between gender pay and we remain committed to drive this down further.
- It is pleasing to see **disabled colleagues earn 99p when compared to every £1 non-disabled colleagues earn.** This is very low and shows there is reasonable fairness in pay for disabled people in LAS.
- Whilst the gap has closed from last year, the area of clear disparity is the difference in pay between **workforce from ethnic minority communities who earn 88.5 pence when compared to their white counterparts earning £1.**

Pay gap discrepancies can indicate there may be a number of issues to deal with, such as the types of contracts in place, distribution across pay bands, barriers and biases that may be hindering fair progression, and issues relating to recruitment and retention. By looking at our pay gap data, our ambition is to tackle structural and systemic challenges for our staff.



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Key findings

- 1. GENDER**

53%
of our workforce are women



For every £1 that male staff earn, female staff earn **97.5p**
- 2. DISABILITY**

12%
of our workforce identified themselves as having a disability



For every £1 that non-disabled staff earn, disabled staff earn **99p**
- 3. ETHNICITY**

26%
of our workforce are from an ethnic minority background



For every £1 that white staff earn, ethnically minoritised staff earn **88.5p**



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Gender Pay Gap



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LAS have reported on the gender pay gap for several years, and we are committed to creating a fair and inclusive place to work for all genders.

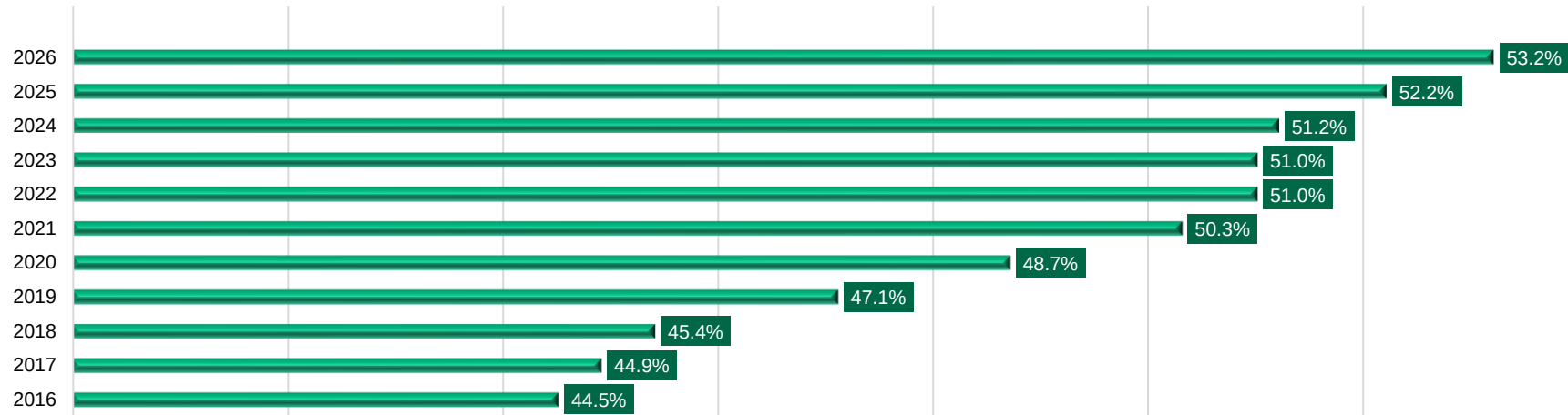
Our Women's staff network continues to support our female staff in raising concerns and influencing Trust policies and procedures, helping us better understand their issues and views. Some highlights from the last year which have helped create a supportive work environment for female colleagues:

- **Continued investment in and implemented leadership programmes to support women, such as the 'Women of Colour' programme, which is now in its fourth cohort.**
- **Supported female staff progression, including targeted recruitment and mentoring schemes, such as recruitment to the Incident Response Officer pool, which resulted in 33% of appointees being female.**
- **Our Women's Network is leading the way to improve the experiences for women in the Trust, ensuring there is a focus on health and wellbeing, setting up groups such as Menopause and Perinatal group to create a supportive and conducive working environment.**

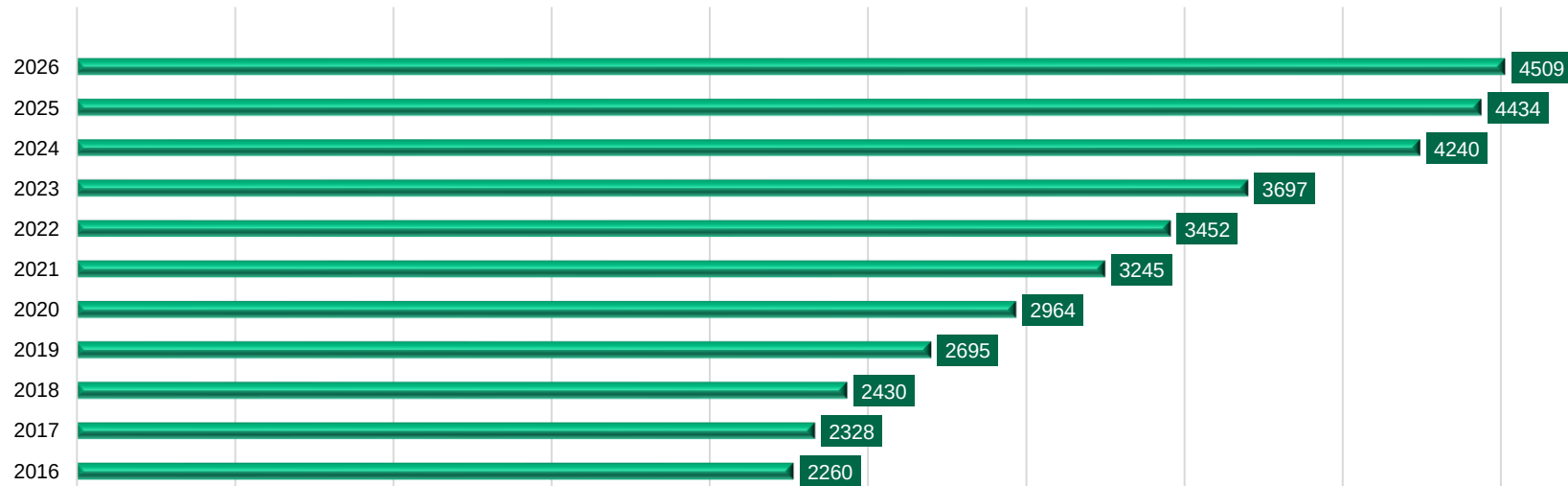
The next few pages share information relating to the pay for female colleagues and show that the pay gap has been reduced further, with only a small difference in pay compared to male staff members. These improvements are great news for the Trust and we will work with the Women's network to continue to drive improvements for female staff in both their experience and progression as shown in the action plan.



% of women by year



Headcount of women by year



The percentage of our workforce identifying as female is 53.2%.

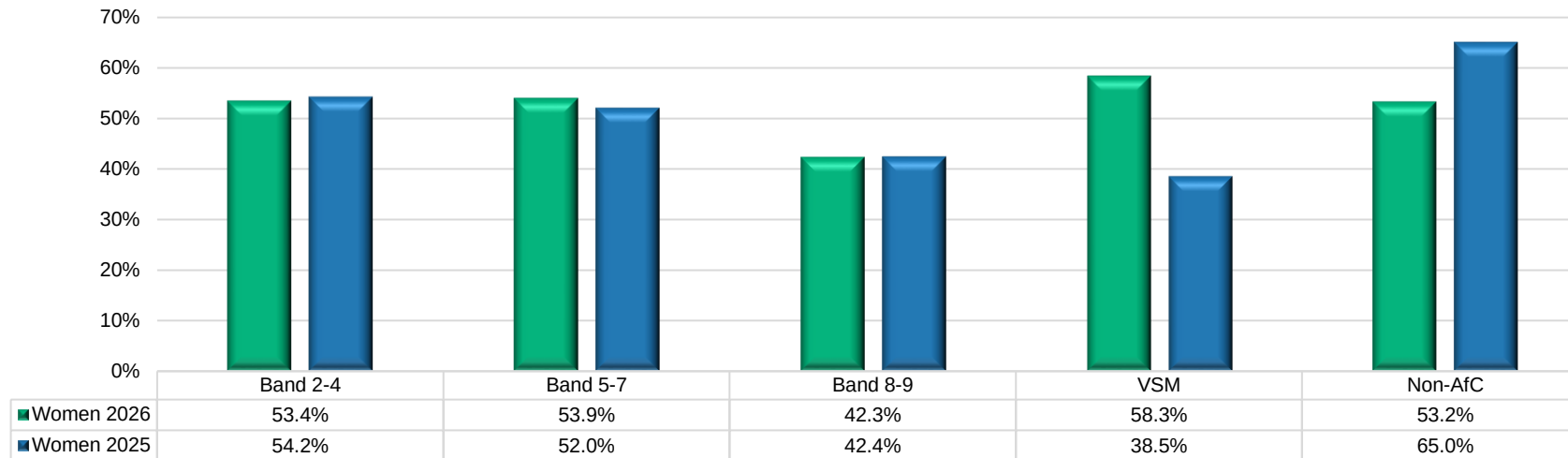
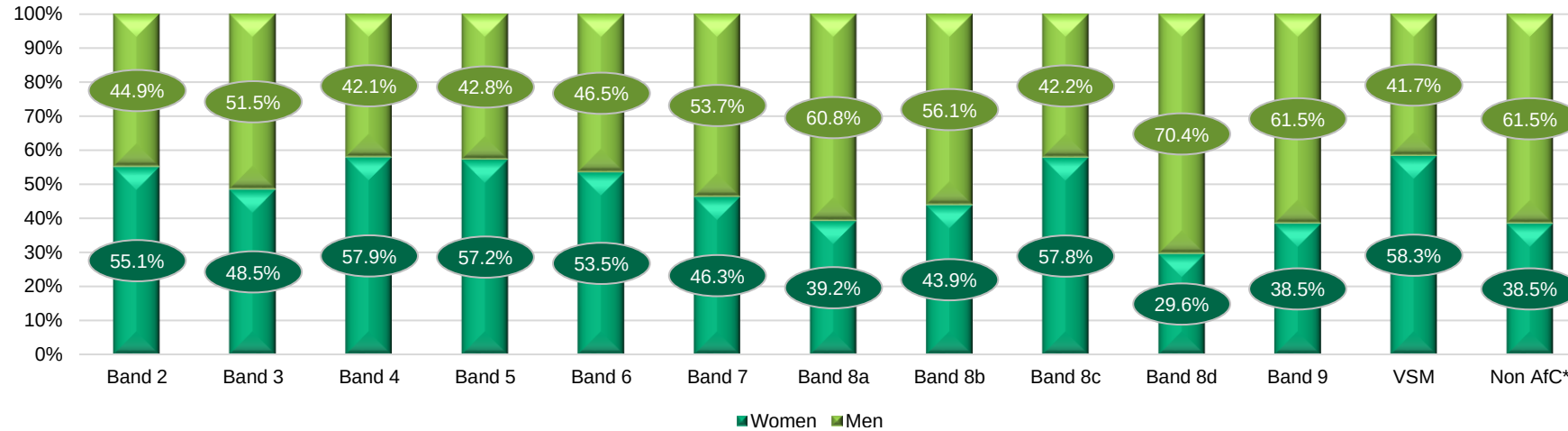
Over the last decade the Trust has seen an increase in the number of female colleagues, peaking at approximately 4,509 women this year.

This means the LAS female workforce is higher than the London demography, where the latest census data shows the representation of women is 50.4%.



Gender pay gap

Representation across pay bands



Overall the gender balance is stable and slightly improving for women and a marginal reduction in the number of women in the lowest Band 2.

There is however a remaining **underrepresentation of women at bands 7 to band 9**, excluding pay band 8c.

The Trust will continue to focus on supporting female colleagues into leadership positions.



Gender pay gap

Representation across pay quartiles

1. Lower Pay Quartile



52.9%



47.1%

2. Lower Middle Quartile



53.7%



46.2%

3. Upper Middle Quartile



53.6%



46.3%

4. Upper Pay Quartile



47.8%



52.2%

Quartiles allow us to better understand representation by highlight the number of employees in each section. From this data, we can clearly see that there is consistent representation of women colleagues across all quartiles and an improving balance.

At LAS, female staff occupy 52.9% of the lowest paid jobs, whilst male staff occupy 52.2% of the highest paid jobs. Since last year we have seen an improvement in the upper quartiles (Q3 from 51% to 54% and Q4 it has also improved from 44% to 48%) and this has contributed to the closing of the pay gap.



	Mean Hourly Rate	Median Hourly Rate
Male	25.6	24.5
Female	25.03	23.8
Difference	0.63	0.65
Pay Gap %	2.45%	2.66%

For the purposes of the calculation of median and median pay, we include basic pay, allowances, pay for leave and shift premium pay – this does not include overtime.

Data shows an hourly mean pay gap of 2.45% and a median pay gap of 2.66%. When comparing mean hourly pay, the difference between our female workforce and wider workforce overall is **2.5 pence**, meaning that **for every £1 a male earns, a female earns 97.5p**

This is amongst the best scores for the gender pay gap when compared to other Ambulance Trusts across the country.



Over the last year, the Trust, with support from the Women's network, have made a concerted effort to enhance the experiences for female colleagues at work.

We have continued to invest in and implement programmes to support women to apply for leadership roles, for example, through the 'women of colour' programme. We have targeted recruitment processes where women are generally underrepresented to ensure women are supported and encouraged to apply for jobs, and saw a third of all recruits to the Incident Response Officer pool coming from a female demography. In addition, the Women's Network has focused on wider activities to mitigate and challenge the barriers women face at work that can impact their career progression. For example, there are perinatal and menopause groups which have actively listened to the experiences of colleagues and set in place processes to drive positive culture change for women at work.

We are pleased to see the gender pay gap at a historic low, and we will continue to support women within the Trust to reduce it further.

We recognise that there still remain differences in the distribution of women across the workforce by pay bands, particularly for those at pay bands 7-9. We will continue to advance key interventions and positive actions to support colleagues across all pay bands and leadership positions.



Disability Pay Gap



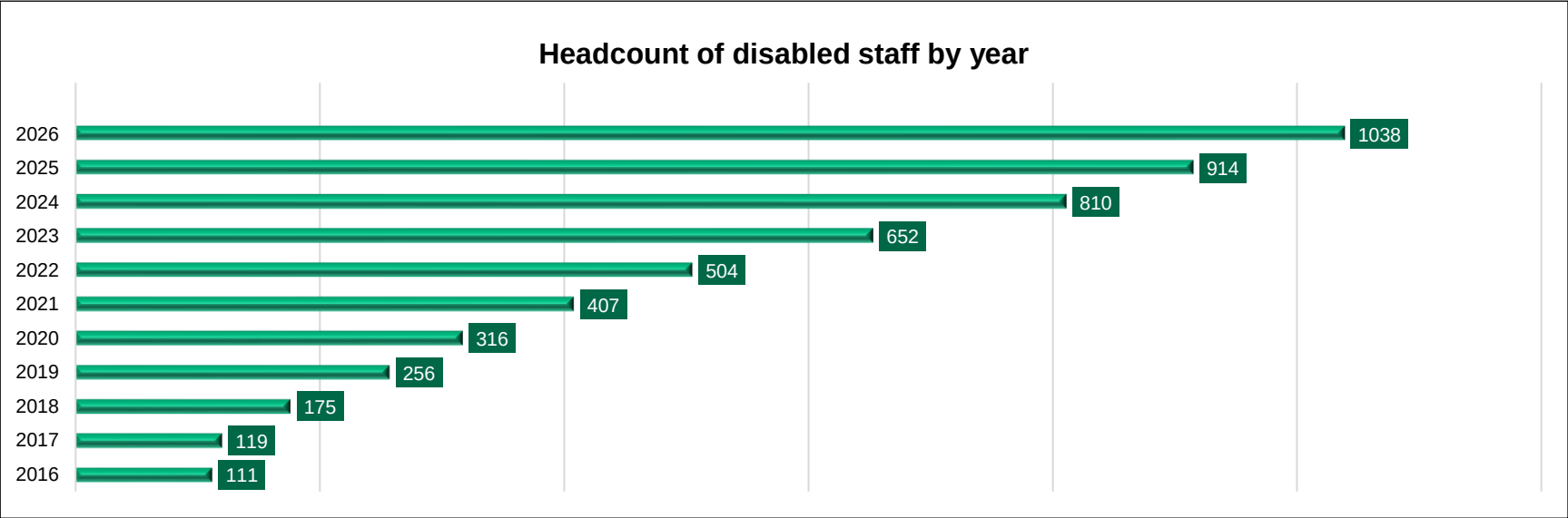
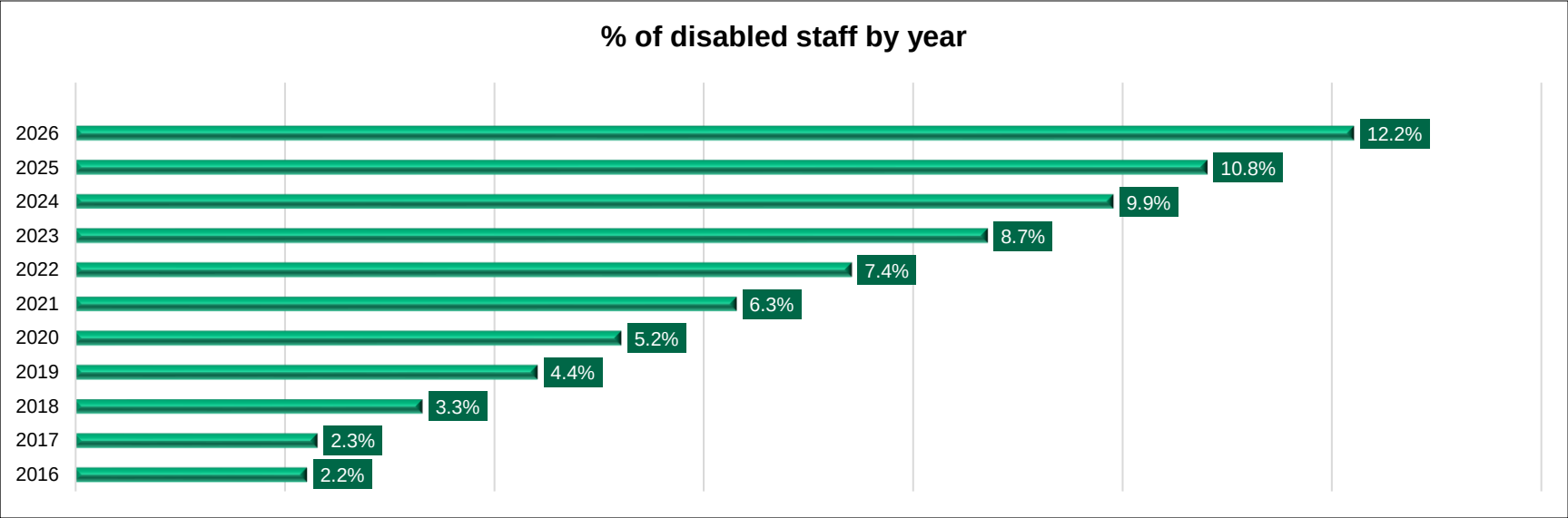
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We are continuing to proactively report the disability pay gap for the LAS as this is not a mandatory requirement.

Our EnAble staff network works with the EDI team on an ongoing basis to understand the needs, provide support and hear the views from disabled colleagues to ensure they are equipped and able to thrive at work. Below are some highlights from the last year which have helped create a supportive work environment for disabled colleagues:

- **Delivered targeted reasonable adjustment training to over 600 managers across the Trust ensuring managers are equipped and enabled to support colleagues with disabilities or long term health conditions.**
- **Updated our Reasonable Adjustment policy framework and guidance, with a focus on Disability Leave.**
- **Host a dedicated and improved Reasonable Adjustment Hub, with an allocated budget to support the timely implementation of adjustments. We have continued with the Complex Case Panel to support more complex requests.**
- **Improved use of data dashboards, management oversight, demand and process rationalisation and delivered the business plan objective of completing 90% of non-complex reasonable adjustment request within six weeks.**
- **Disability Confident status maintained.**

The next few pages share information relating to the pay for disabled staff and shows there is very little difference in pay compared to colleagues without a disability. This is positive news for the Trust and we will continue to work with the EnAble network to drive improvements for our disabled colleagues in both their experience and progression as shown in the action plan.



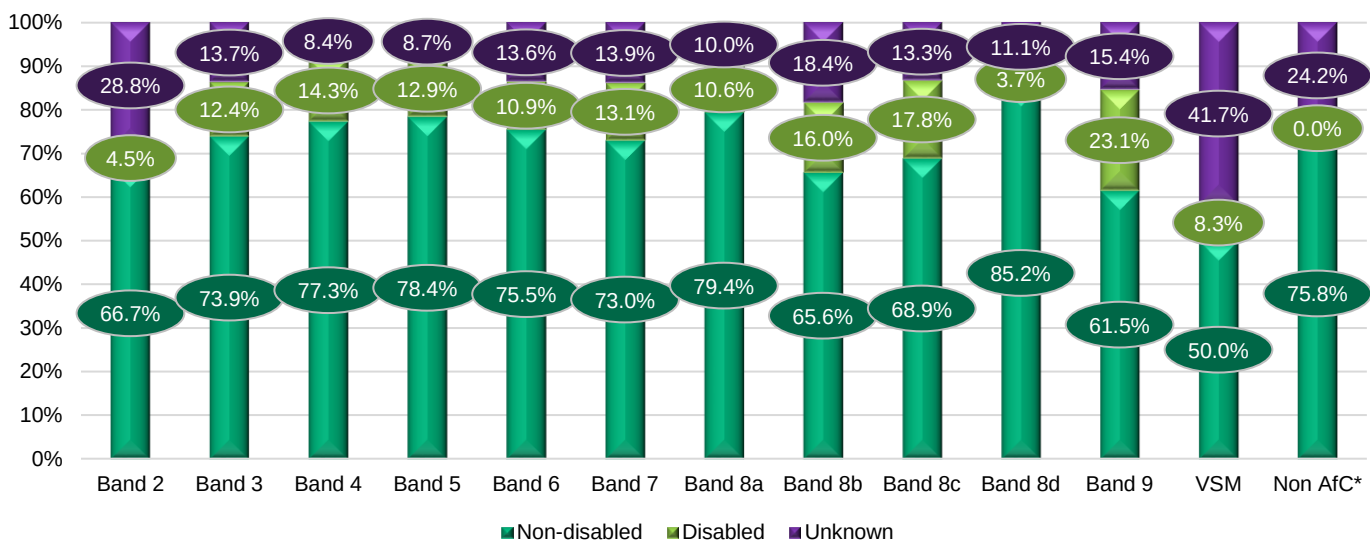
The percentage of our workforce stating they have a disability is 12%.

It is important to the Trust that disabled colleagues have a good experience at work, are valued, and have equitable access to opportunities and progression, so they are able to work effectively and thrive regardless of their disability. Over the last decade the Trust has seen a significant increase in the number of disabled colleagues, peaking at over 1,000 this year.

This is bringing us closer to the London demography where the latest census data shows the representation of disabled people is 15.7%.

Disability pay gap

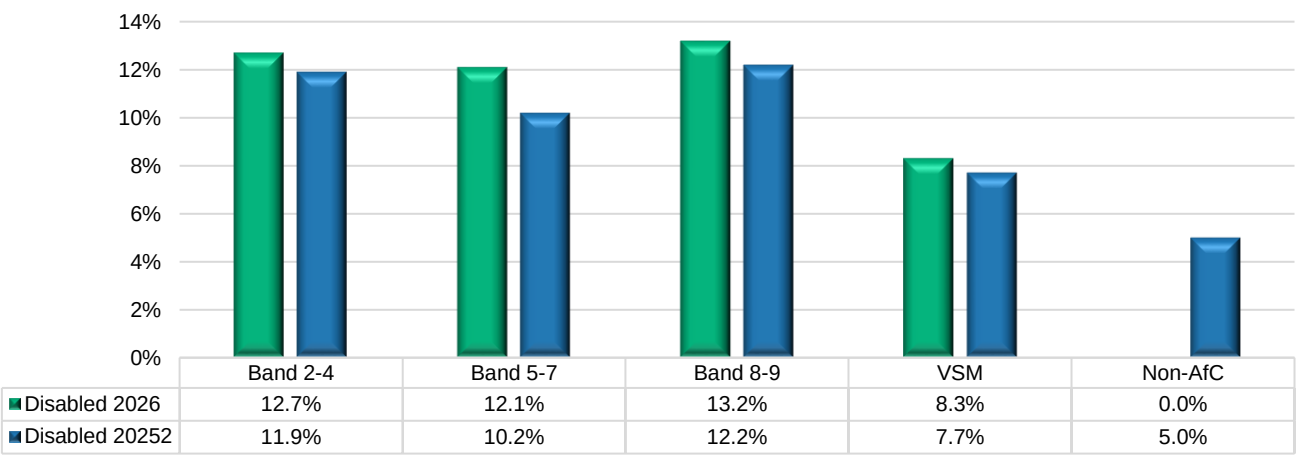
Representation across pay bands



For colleagues who have declared their disability status (currently standing at 92%), we can see that there is **fairly consistent representation across the pay bands**, with higher representation seen in pay band 9, making up 23.1% of that grade level – this is a significant increase on last year.

We can also see that there is an **underrepresentation of disabled colleagues at pay bands 8d level** making up 4.0% . It should be noted that those at VSM level represent a very small number of staff (15 people).

This suggests that although there remain some disparities across specific pay bands, there is consistent representation across them.



Disability pay gap

Representation across pay quartiles

1. Lower Pay Quartile



12.6%



80%

2. Lower Middle Quartile



14.2%



78.3%

3. Upper Middle Quartile



10.9%



81.7%

4. Upper Pay Quartile



13.0%



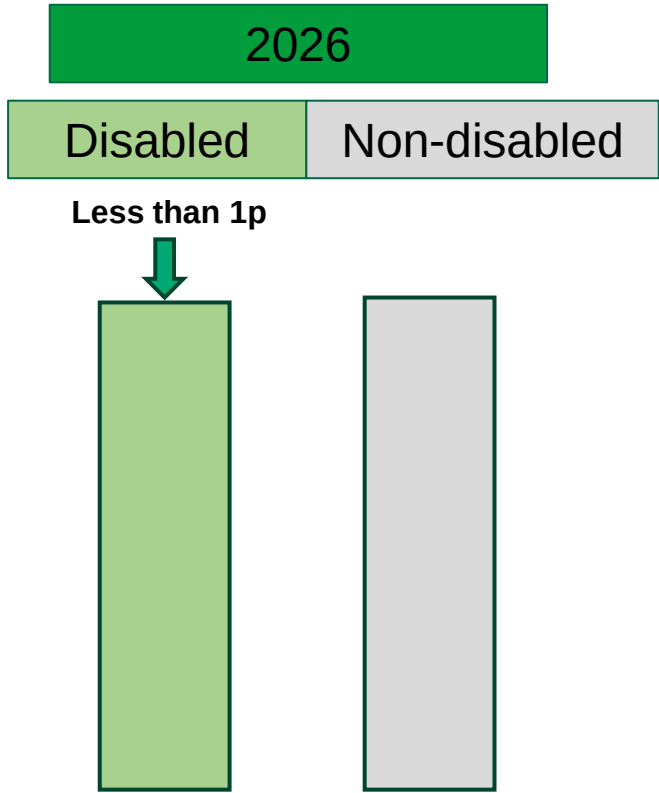
79.6%

Quartiles allow us to better understand representation by ensuring an equal number of employees in each section. From this data, we can clearly see that from those who have declared their disability status, there is consistent representation of disabled colleagues across most quartiles, though it is slightly lower in the upper middle pay quartile.

At LAS, disabled colleagues occupy 13.0% of the lowest paid jobs, whilst non-disabled staff occupy 80% of the highest paid jobs.

Disability pay gap

The mean and median pay gap



	Mean Hourly Rate	Median Hourly Rate
Non-disabled	25.28	23.34
Disabled	25.16	25.44
Difference	0.12	0.09
Pay Gap %	0.5	-0.4

For the purposes of the calculation of median and median pay, we include basic pay, allowances, pay for leave and shift premium pay – this does not include overtime.

Data shows an hourly mean pay gap of 0.5% and a median pay gap of -0.4%. When comparing mean hourly pay, the difference between our disabled workforce and wider workforce overall is **less than 1 pence**, meaning that **for every £1 a non-disabled person earns, a disabled person earns 99p**.



Over the last year, the Trust has made a continued effort to improve the experiences of disabled colleagues at work.

We listened to feedback from colleagues and strengthened the reasonable adjustments policy and guidance, including disability leave and streamlining the whole reasonable adjustment process. We met our target to complete 90% of non-complex requests within six weeks. In addition, we trained over 600 line managers to improve their understanding of reasonable adjustments, driving quality and consistency in how they approach requests and ensuring they have a greater understanding of the needs of disabled colleagues.

We are pleased with the small pay gap between staff with a disability and non-disabled staff in LAS, and are confident in reporting that, overall, disabled people receive fair pay in the Trust.

Whilst we are pleased that the pay is fair, our Workforce Disability Equality Standard data also highlights the wider work required to improve the experience of disabled staff in LAS. Through our culture change programme, oversight from the Transformation Board and continued work with the EnAble network, we will strive to improve experiences for disabled staff and ensure they are equipped and supported to thrive at LAS.

Whilst there are only slight differences between the distribution of disability across the workforce by pay bands, there is slightly less representation in the upper middle quartiles, and we will put in place key interventions and positive actions that will support colleagues in all pay bands and leadership positions. We have seen an increase in declaration rates to 92%, but we will continue to encourage colleagues to declare this.

We will also be launching a Disability and Neurodiversity Charter, and it is important to us that all colleagues feel safe and supported, as this is critical in driving confidence for staff to thrive, perform to the best of their ability and progress, including disabled colleagues.



Ethnicity Pay Gap



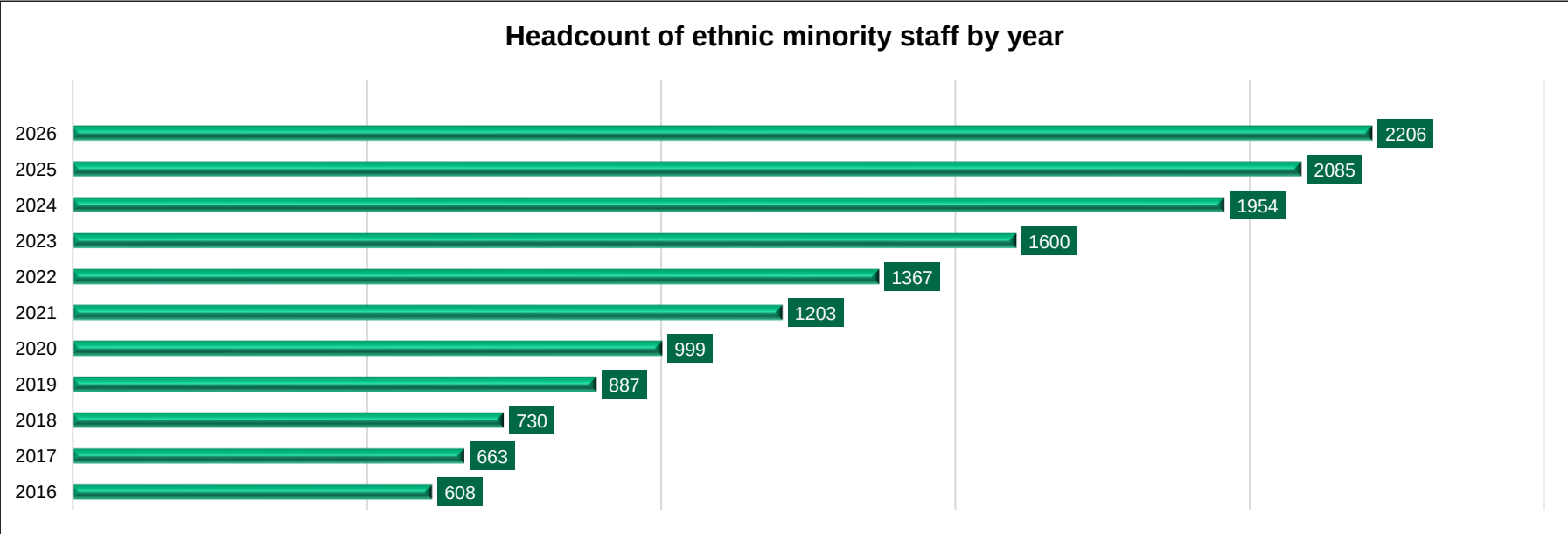
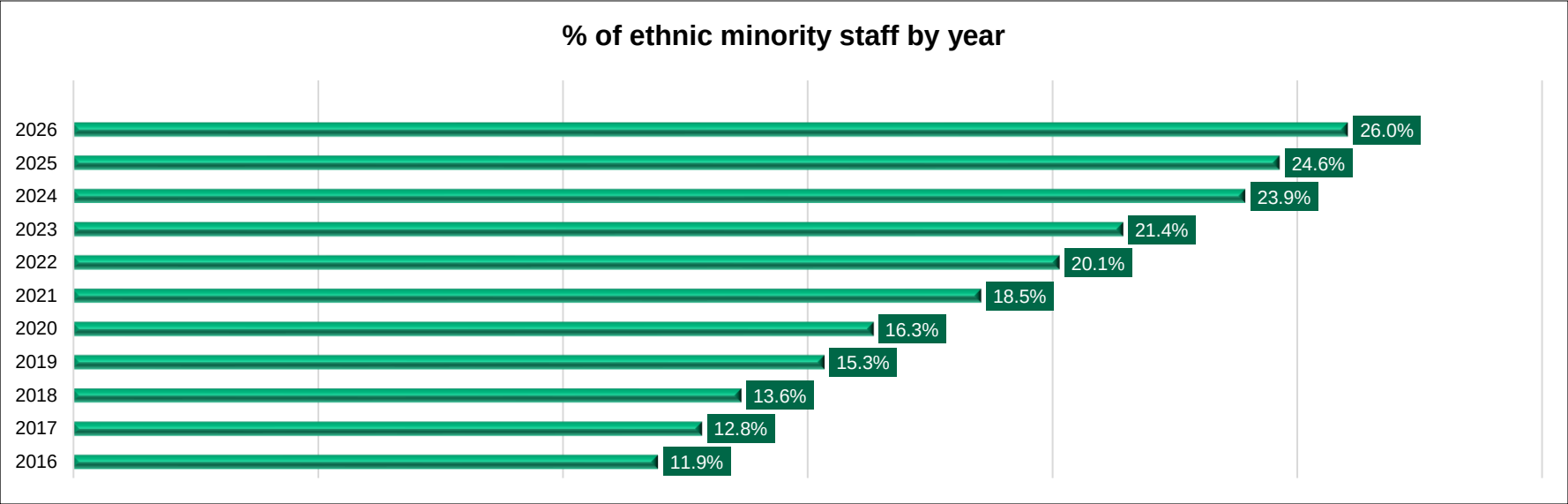
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We are continuing to proactively report on the ethnicity pay gap for the LAS as this is not a mandatory requirement. Last year this showed the ethnicity pay gap was the largest of the three pay gaps and targeted actions were implemented to help reduce this and improve the representation and experiences of ethnic minority colleagues in LAS. This included:

- **Continuing with the recruitment and training of Independent Panel Members. They have been participating in interviews to ensure recruitment processes are fair and unbiased, with the intention to improve the likelihood of ethnic minority candidate recruitment success rates.**
- **Continuing to offer the 'Stepping up Support Package' to provide additional support for ethnic minority staff.**
- **Continuing with targeted initiatives such as the 'Women of Colour' programme which is in its fourth cohort and the new 'Men of Colour' programme.**
- **Creating better pathways for staff to pursue a clinical career and supporting colleagues in to higher pay bands.**
- **Delivering 'Our LAS Inclusive Response' programme to increase diversity and inclusivity in frontline roles.**

The next few pages share information relating to the pay for ethnic minority colleagues and shows whilst this is the largest of the pay gaps we report on, it has reduced significantly from last year. The Trust will continue to work in collaboration with the BME network to drive improvements for ethnic minority staff in both their experience and progression as shown in the action plan.





The percentage of our workforce who are from an ethnic minority background is 26%.

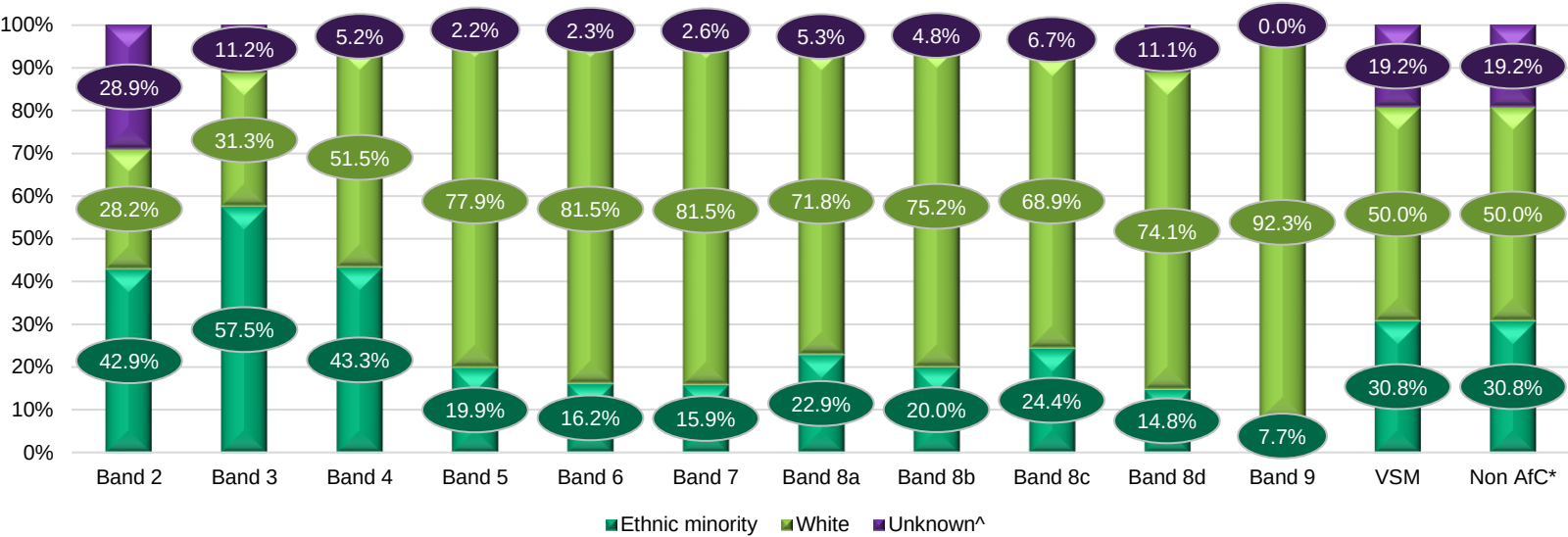
We have made significant progress over the last decade, increasing the representation of ethnic minority staff to approximately 2,206.

Our ambition remains to have a workforce that is representative of the communities we serve. In London this is 46.2%



Ethnicity pay gap

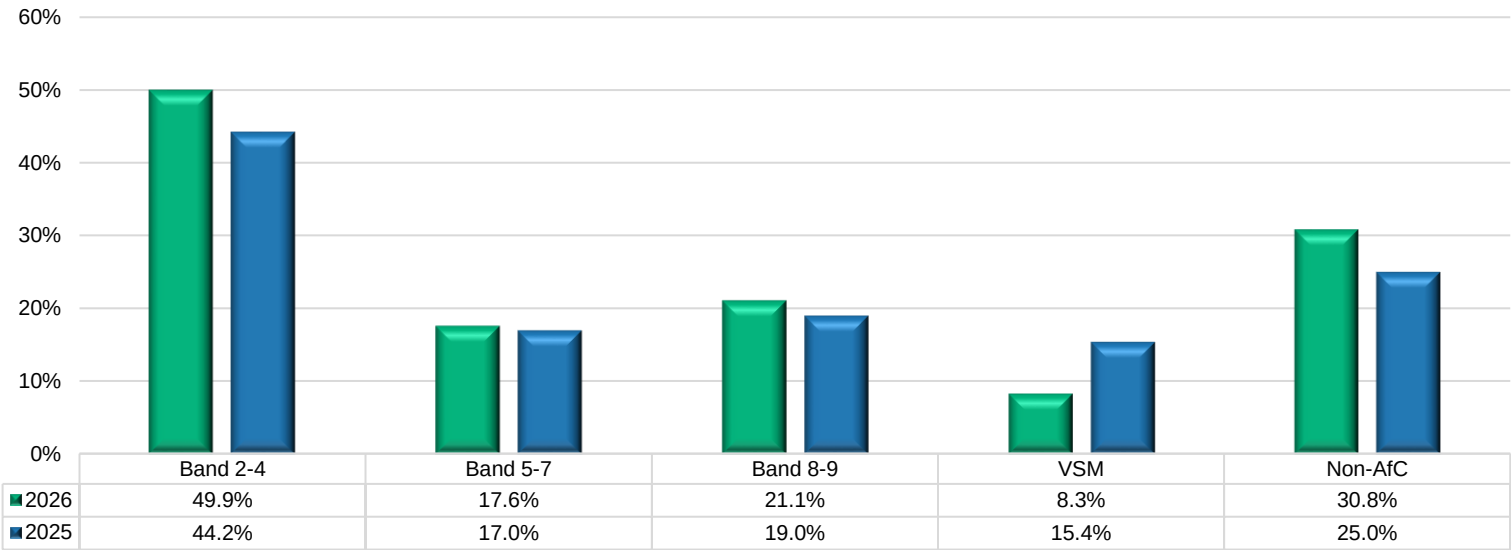
Representation across pay bands

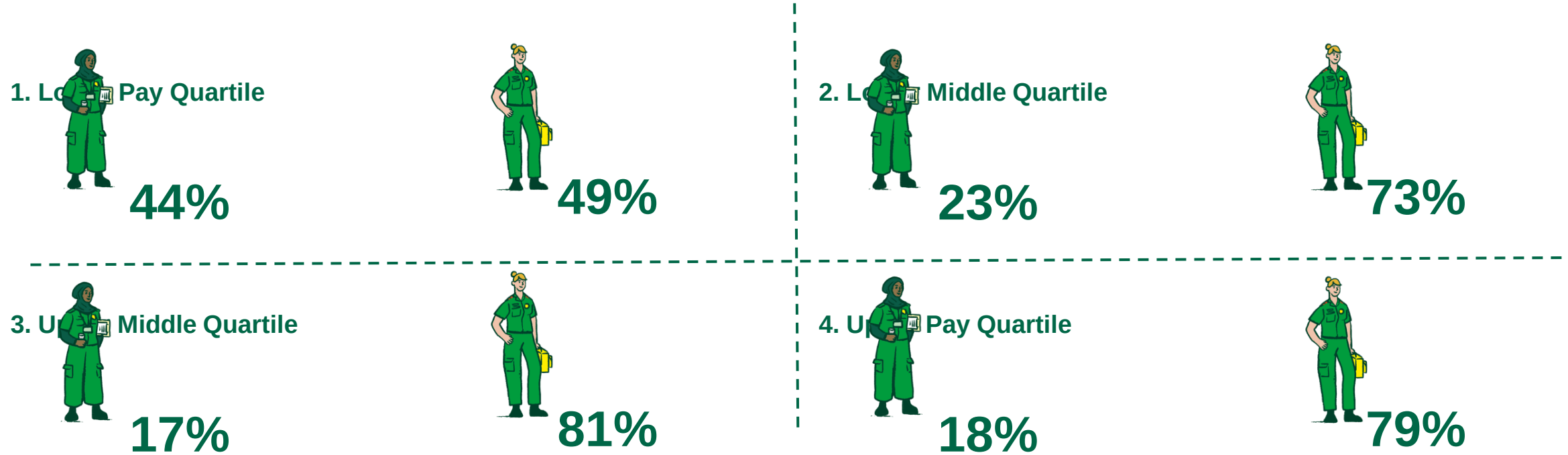


We can see that there is a large **overrepresentation of ethnic minority staff at pay bands 2-4** making up almost 50% of that pay band level, and this is an increase on the previous year.

We can also see that there is an **under--representation of ethnic minority staff at all other pay bands**, particularly for band 8d and 9 level, which stands at 14.8% and 7.7% respectively of those pay bands. However this is an increase on the previous year. It should be noted that those at VSM level represent a very small number of staff (15 people).

This shows that there are clear disparities in representation across bands in LAS for ethnic minority colleagues which could be a contributing factor to the pay gap.



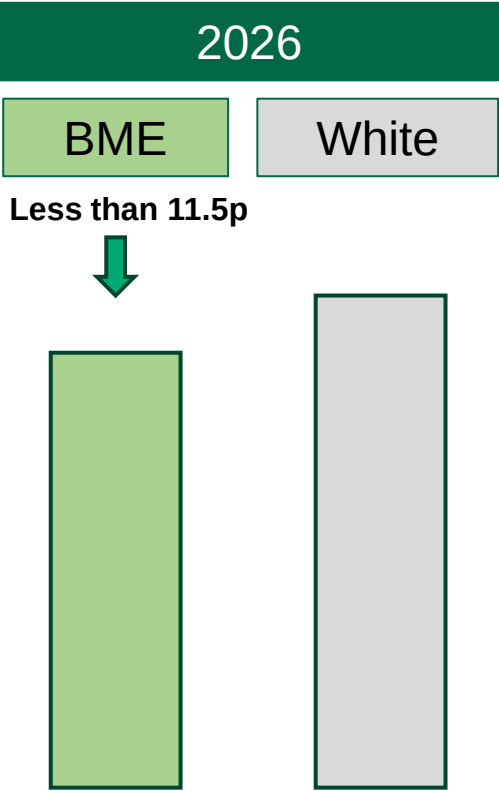


Quartiles allow us to better understand representation by ensuring an equal number of employees in each section. From this data, we can clearly see that there is overrepresentation of ethnic minority staff in the lower pay quartile and underrepresentation at the upper quartiles.

At LAS, ethnic minority colleagues occupy 44% of the lowest paid jobs, whilst white colleagues occupy 79% of the highest paid jobs. There are marginal improvements in the upper middle quartiles which will have contributed to the reduction in pay gap.

Ethnicity pay gap

The mean and median pay gap



	Mean Hourly Rate	Median Hourly Rate
Ethnic minority	23.21	21.38
White	26.24	25.70
Difference	3.03	4.32
Pay Gap %	11.56%	16.79%

For the purposes of the calculation of median and median pay, we include basic pay, allowances, pay for leave and shift premium pay – this does not include overtime.

Data shows an hourly mean pay gap of 11.56% and a median pay gap of 16.79%. When comparing mean hourly pay, the difference between our ethnic minority workforce and wider workforce overall is **11.5 pence**, meaning that **for every £1 a white person earns, an ethnic minority person earns 88.5p**.



We are pleased to see a slight improvement in the ethnicity pay gap, however there remain significant disparities in the pay received by colleagues from ethnic minority communities when compared to their white counterparts when looked on average as whole organisation.

Over the last year the Trust, with support of the BME network, has worked to address the gaps identified to support our ethnic minority colleagues to develop and progress and in turn, improve our diversity. We have trained colleagues to support us in debiasing our recruitment and interview processes, worked to improve the balance in our frontline roles and into leadership positions and supported improved pathways for ethnic minority staff to progress to clinical positions.

Our [Workforce Race Equality Standard](#) data also highlights the work that has taken place and what is required to improve the experiences of ethnic minority colleagues in LAS.

The Trust is proactively working to remove outward and hidden barriers that people from ethnic minority communities face, such as transforming the way we recruit and ensuring our communications and methods are suitable. For example, we are speaking to ethnic minority staff to encourage them to apply for roles and supporting them through mock interviews and training where requested.

It is important to us that all colleagues feel safe and supported, as this is critical in driving confidence for staff to thrive, perform to the best of their ability and progress, including ethnic minority staff.



Conclusion

Having an organisation that is fair and inclusive, where people feel they are valued equally, are able to thrive and have equal opportunities at work, regardless of who they are and where they come from is of the highest importance to London Ambulance Service Trust.

Whilst the Trust has been reporting on the gender pay gap for a number of years to meet legislative requirements and drive improvements in this area, we are pleased again to report beyond our mandatory requirement and share our disability pay gap and ethnicity pay gap. By continuing to voluntarily report on the disability and ethnicity pay gaps, we are demonstrating the true commitment we place in creating a fair and inclusive organisation.

The **gender pay gap has significantly reduced** with the current gap being women earning 2.5p less per £1 when compared to men. This is at the lowest point since recording this information began and ongoing work will be done to continue to close the gap.

The **disability pay gap at LAS remains relatively low**, with there being less than 1% difference in pay between colleagues with a disability and without a disability. Focus will be on improving the declaration rates of disability across all staff.

The **ethnicity pay gap shows the highest discrepancy**, however it is pleasing to note there has been a reduction in the gap from last year, with staff from ethnic minority communities receiving on average 11.5p less per £1 than their white counterparts. The data shows this demographic sit disproportionately in the lower banded roles and work is ongoing to redress this.

Working with the staff networks, we have developed a set of actions to reduce the gaps in pay across all reported demographics. The ethnicity pay gap and disability pay gap actions align with our Workforce Race Equality Standard and Workforce Disability Equality Standard action plans respectively. The gender pay gap actions will be led by the Women's Network.

For all three of our pay gaps, we are continuing to take the time to gain awareness of our data and baselines to put in place targeted responses. We are determined to create a fairer future, with fairer pay, for all working at LAS and this pay gap report demonstrates good progress in meeting this objective.



Objectives	Actions
Improve all pay gaps	• Deliver targeted EDI workshops and training raising awareness of bias, increasing understanding and tools to ensure fairness • Drive data led accountability with objectives set for all executive and extended leadership • Deliver proactive positive action initiatives - review, identify and change interview process where barriers identified • Continue recruitment and participation of Independent Panel Members, supporting recruitment and selection processes • Drive ongoing improvements in data collection and quality of data. • Work with the GLA to ensure we are driving best practice and aligned to our key partners with understanding and managing gaps.
Improve disability pay gap	• Support colleagues with reasonable adjustments and ensure they are equipped to carry out duties, thrive and progress at work. • Ensure managers are equipped and enabled to support disabled colleagues.
Improve ethnicity pay gap	• Continued offer of Stepping Up Support Package for talent management and staff progression • Implement positive action initiatives in targeted recruitment campaigns where ethnic minority diversity is not representative • Deliver targeted positive action for women of colour and the new men of colour programmes, supporting with progression in to leadership roles • Create a reciprocal mentoring programme to support BME colleagues
Improve gender pay gap	• Explore alternative work patterns that enable women to move in to senior/leadership roles and part time opportunities to support all • Support women to undertake caring responsibilities in parallel to work, including priority areas of maternity, menopause and caring responsibilities. • Review relevant policies with the gender balance lens • Ensure uniforms support improved work experience for women

Closing remarks from our staff networks

The BME network



“We are really pleased that the Trust is continuing to proactively report on the ethnicity pay gap. This is something that we see of high importance and are actively working with colleagues on a range of programmes to address this disparity. We will continue to find ways to understand the barriers and contributing factors and create supportive opportunities to help with progression, creating a fairer workplace for ethnic minority colleagues.”

The EnAbleD network



“The UK disability pay gap is 12.7%, with disabled employees earning less than non-disabled employees. At LAS, disabled colleagues make up 13.0% of the lowest-paid roles, while non-disabled staff hold 80% of the highest-paid roles. The Enabled Staff Network continues to work to address these inequalities by amplifying the voice of disabled and neurodivergent colleagues, promoting inclusive practices and supporting career development”

The Women's Network



“We recognise that the gender pay gap exists but are pleased to see the significant reduction this year. We believe that women should have equal opportunities for career progression and address any barriers to this, such as inadequate support during maternity and returning to work. We want to create a supportive culture that reflects the needs and aspirations of women and all genders employed by the Trust and strive for parity between our colleagues.”

Produced by the LAS Equality, Diversity and Inclusion Team

For further information and/or request in an
alternative format,
please contact: londamb.edimailbox@nhs.net

For more information visit
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