



# Gender Pay Gap Report

*2025/2026*

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## Foreword

I am proud to introduce our Gender Pay Gap Report, which reflects the significant progress we have made as an organisation and the continued commitment of colleagues across every part of Rethink Mental Illness. This year, our data shows real and measurable improvement in our efforts to build a fair, inclusive and equitable workplace. This progress that is both meaningful and encouraging for our future direction.

We have achieved a **median gender pay gap of 0%**, demonstrating that men and women at the midpoint of our organisation are paid equitably for the work they undertake.

Our **mean gender pay gap has further reduced to 6.4%**, reflecting improvements in representation at senior levels and a continued shift towards balance in our higher paid roles.

These positive results build on a multiyear trend of narrowing gaps, with both median and mean measures improving year on year since 2023, evidence that our actions are making a sustained difference.

We also know that context matters. Our workforce remains predominantly female, with women forming the majority in every pay quartile across the charity. Importantly, the closing of the median gap and continued reduction in the mean gap reflects not only changes in workforce composition but also an increase in female representation in senior roles, now at its highest level in four years.

While these results are encouraging, we recognise that gender representation at the most senior levels continues to influence our overall averages. That is why we remain committed to supporting progression pathways, strengthening leadership opportunities and maintaining transparency in our pay and reward practices.

As a mental health charity, people are at the heart of everything we do. Our commitment to equity, diversity and inclusion is rooted in our values and in our belief that a fair and supportive workplace enables colleagues to thrive, contribute fully and grow their careers. This report shows that our efforts are working, and it provides a strong foundation for the year ahead.

Thank you to every colleague whose work, leadership and commitment continues to drive our progress. Together, we are building a workplace where opportunity is open to all, and where everyone can succeed.

**Nicky Wood**  
Chief People Officer



## Introduction

Gender Pay Gap Report – Snapshot Date: 5 April 2025

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require all employers with 250 or more employees on the snapshot date of 5 April each year to publish statutory calculations outlining their gender pay gap. This includes:

- Mean (average) gender pay gap
- Median gender pay gap
- Mean and median bonus pay gap (where applicable)
- The proportion of men and women receiving a bonus
- The proportion of men and women in each pay quartile

This report presents our data as at 5 April 2025 and will be published on our website and submitted to the GOV.UK reporting portal in line with statutory requirements.

## Understanding gender pay gap reporting

The gender pay gap measures the difference in average earnings between men and women across an organisation. It reflects workforce distribution and representation at different levels.

It is important to distinguish this from equal pay. Equal pay relates to men and women receiving the same pay for the same or similar work, or work of equal value. A gender pay gap does not automatically indicate unequal pay. It can arise where one gender is disproportionately represented in senior or higher-paid roles.

We recognise that gender pay gap reporting provides an important lens through which to examine representation, progression and structural equity.

## **Our commitment to Equity, Diversity and Inclusion**

As a mental health charity, we are committed to equity, diversity and inclusion and ensuring justice and fairness for all people severely affected by mental illness.

We are dedicated to creating a welcoming and inclusive workplace environment that appreciates and celebrates differences, where everyone is treated with respect and dignity. As an employer, our leadership and governance structures are accountable for embedding equitable, diverse and inclusive workplace practices that enable and empower all colleagues to thrive and progress.

Gender pay gap reporting is not simply a compliance exercise. It is a mechanism through which we hold ourselves accountable for identifying structural barriers and improving progression pathways. While our median pay gap indicates strong pay parity, the mean gap highlights the need to continue strengthening equitable access to senior roles and career progression opportunities.

We recognise that sustainable change requires ongoing analysis, transparency and action. This report outlines our data and the steps we are taking to ensure fairness, representation and opportunity across all levels of our organisation.

## **Workforce scope and exclusions**

As at 5 April 2025, our total workforce headcount was 932 employees, comprising 73% women and 27% men.

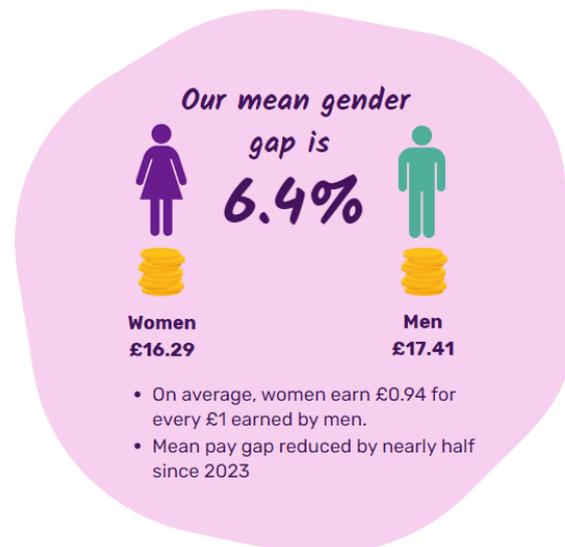
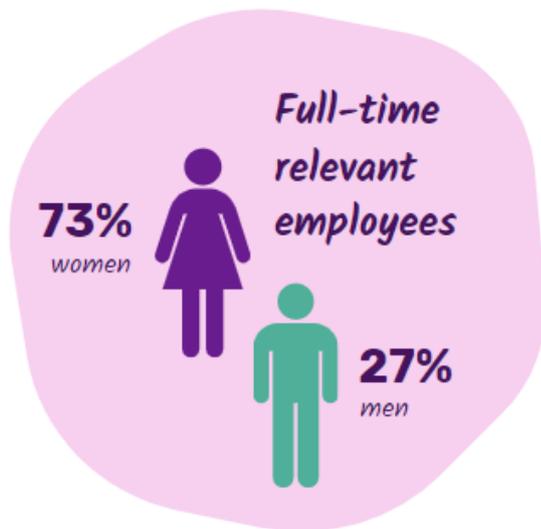
In accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 and GOV.UK guidance, employees who were not receiving full pay on the snapshot date are excluded from gender pay gap calculations. As such, 9 employees on maternity leave who were receiving maternity pay below full pay levels in line with our policy have been excluded from this report.

It was not possible to separately identify from our payroll data any employees who were on Statutory Sick Pay (SSP) only at the snapshot date, as this information was held within a legacy system. However, our payroll department have advised that this would typically account for no more than one or two employees in any given month. Given the size of our workforce, we are confident that this would not have had a material impact on the reported figures.

Following these exclusions, the full-pay relevant employee headcount used for the purposes of this report was 923 employees.

## Our 2025 position

As at 5 April 2025:



As a charitable organisation, we do not operate a bonus scheme so no bonus payments were made during the reporting period. Our reward framework is based on transparent salary banding aligned to role responsibilities and organisational size, rather than performance related or discretionary bonus payments. This approach reflects our values as a not-for-profit organisation and supports consistency and fairness in pay. As no bonuses were paid, the mean and median gender bonus gap, and the proportion of men and women receiving a bonus, are reported as 0%.

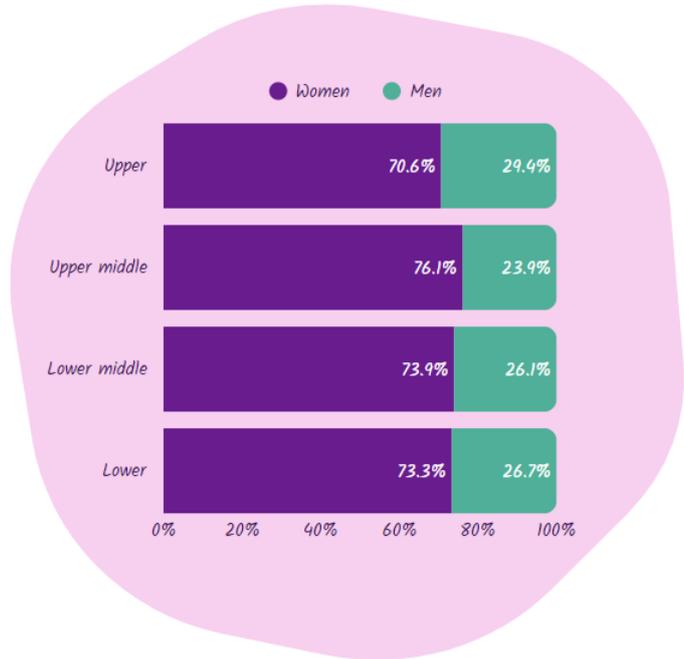
The mean gender pay gap of 6.4% reflects a difference in average hourly earnings across the organisation. This is influenced by representation patterns within our highest pay quartile and senior roles, where men are proportionately more represented relative to the overall workforce composition.

The median gender pay gap of 0% indicates that the typical woman and typical man in our organisation earn the same hourly rate. This suggests that pay equity at the midpoint of our workforce is strong.

## Workforce composition by pay quartile

Our data shows us that:

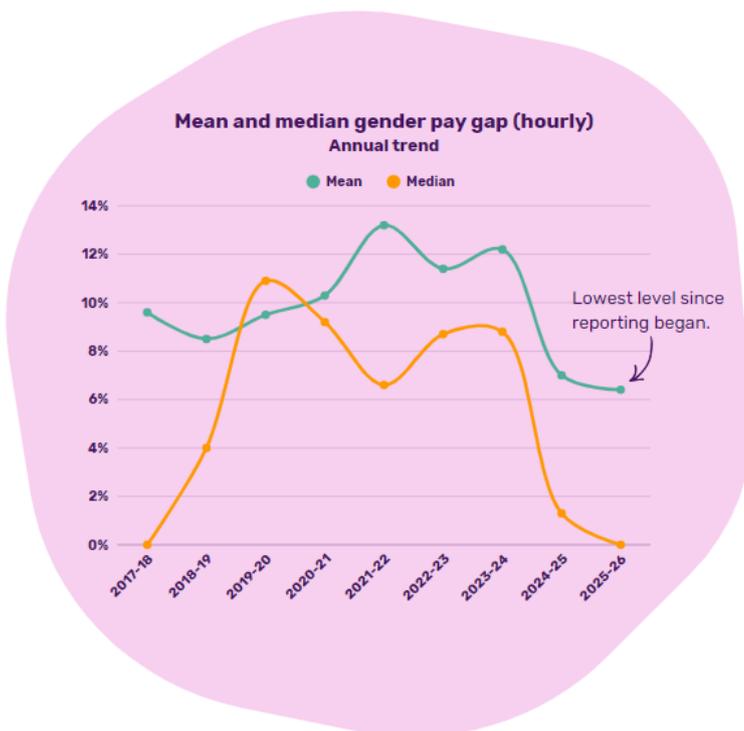
- Women form the majority in every pay quartile.
- This reinforces that pay parity exists at the midpoint of the workforce, and that differences in overall averages are driven primarily by distribution at higher salary levels rather than differences in pay for comparable roles.
- The mean gap (6.4%) is influenced by higher average hourly pay for men in the upper quartile.



This suggests:

- The mean gap indicates some structural imbalance at higher pay levels.
- The gap is driven more by pay distribution at higher salary points than systemic underpayment.

## Gender pay gap trend over time



Over the past three reporting years, we have seen a significant reduction in our gender pay gap.

Between 2022/23 and 2023/24, our median gender pay gap remained relatively stable at approximately 8–9%. In 2024/25, this reduced substantially to 1.3%, and in the current reporting year the median pay gap has closed entirely. Similarly, our mean gender pay gap has reduced from 12.2% in 2023/24 to 6.4% in the current reporting year.

This downward trend reflects changes in workforce composition and representation across pay quartiles. In particular, women now represent 70.6% of employees in the

upper pay quartile, which is the highest level of female representation in senior roles over the past four reporting years.

It is important to note that during the previous reporting year, the charity underwent a significant restructuring process. Changes to workforce size and composition can have a material impact on pay gap figures, particularly where senior roles are affected. However, analysis of our pay quartile distribution shows that the reduction in the pay gap also reflects increased representation of women in higher paid roles rather than changes in workforce size alone.

While restructuring activity may have influenced year-on-year comparisons, the sustained reduction in both mean and median gender pay gaps suggests that improvements in representation at senior levels have contributed positively to our overall position.

We remain committed to ongoing monitoring to ensure that improvements are sustained and not solely attributable to short-term organisational change.

## What this means

This year's results indicate that pay at the midpoint of the organisation is now balanced between men and women, demonstrating that our pay structures operate equitably across comparable roles. Achieving this median gender pay gap of 0% suggests that men and women working in similar areas of the organisation are in most cases paid consistently in line with our established pay framework and salary bands.

However, the presence of a mean gender pay gap of 6.4% shows that differences in overall average earnings still exist across the organisation. Mean pay gap figures are influenced by the distribution of employees across roles, levels of seniority and areas of the organisation. Where there is a concentration of employees of one gender in higher paid positions or where different occupational groups have different average salaries, this can create a difference in average earnings even where pay for comparable roles is equitable.

Within the health and social care and charity sectors, gender pay gaps are often influenced by wider workforce patterns. These sectors tend to have a high proportion of women overall, particularly in frontline, service delivery and support roles, while leadership and specialist roles may have different gender representation. The UK charity workforce is predominantly female, with women making up approximately 68% of the sector's workforce ([Civil Society, 2025](#)). Government workforce analysis shows that women make up around 64% of the health and social care workforce, with higher representation in junior grades compared to senior roles. These structural patterns can influence overall pay averages and therefore the mean gender pay gap, even when organisations operate fair pay frameworks and transparent salary structures.

Our results therefore highlight the importance of continuing to focus on representation, development and progression into senior and specialist roles across the organisation. Ensuring that colleagues have equitable access to career development, leadership opportunities and progression pathways helps to support a workforce where talent can progress regardless of gender. Over time, strengthening representation across all levels of the organisation can help ensure that overall pay distribution remains balanced.

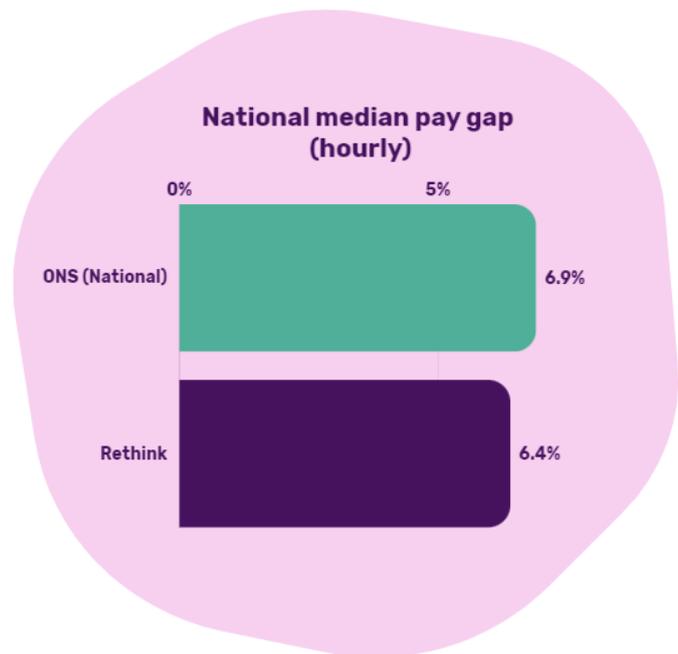
As an organisation committed to equity, diversity and inclusion, we recognise that sustaining the progress we have made requires ongoing attention to how opportunities are accessed and experienced across the workforce. By continuing to support inclusive leadership development, transparent career pathways and fair access to opportunities, we aim to build on the progress demonstrated in this year's results and continue working towards a workforce where all colleagues are able to thrive and reach their potential.

## How we compare

### ONS data comparison

The Office for National Statistics (ONS) publishes annual gender pay gap statistics which provide a useful benchmark for evaluating our own gender pay gap relative to national averages.

According to ONS data published in 2025, the median gender pay gap for full-time employees in the UK was 6.9% in April 2025, a slight decrease from 7.1% in April 2024, reflecting gradual progress nationally in narrowing the gap over time. This figure relates to full-time employees only, whereas gender pay gap reporting by organisations includes both full-time and part-time employees.



Comparing our results with the national picture provides important context for understanding our own pay distribution.

- Our median gender pay gap is 0%, compared with the UK median of 6.9% for full-time employees.

While our results compare favourably to national averages, we recognise that gender pay gap reporting is only one indicator of equity. We remain committed to continuing to review our workforce data with an intersectional lens, understand any underlying drivers of pay differences, and take action where needed to support fair and inclusive progression across the organisation.

## Sector comparison

To provide additional context, we compared our gender pay gap with several organisations operating in the mental health and wider health and social care sector with comparable workforce sizes including Mind, Royal College of Psychiatrists, Samaritans, Together for Mental Wellbeing and Turning Point.

When comparing our most recent figures with organisations across the sector:

### Mean gender pay gap (2025)

- Our mean gap of 6.4% is lower than Samaritans (10.9%).
- It is comparable to Mind (6.4%).
- The Royal College of Psychiatrists reported a mean gender pay gap of 4.3%, slightly lower than the 6.4% reported by Rethink.

### Median gender pay gap (2025)

- Our median gap of 0% indicates equal pay at the midpoint of our workforce.
- This compares favourably with organisations such as Samaritans (3.6%), where a median pay gap remains.
- Several organisations across the sector report median pay gaps typically ranging between 2–8%, indicating that pay differences at the midpoint of the workforce remain common.

Looking at longer term trends, our gender pay gap has reduced significantly in recent years:

- Our mean gap has reduced from 12.2% in 2023–24 to 7.0% in 2024–25 and 6.4% in the current reporting year.
- Our median gap has reduced from 8.8% in 2023–24 to 1.3% in 2024–25 and now 0% in the current reporting year.

While several sector organisations show fluctuations in their gender pay gaps year to year, our data shows a consistent downward trend in both mean and median measures since 2023.

While comparisons between organisations should be interpreted with caution due to differences in workforce structure, job roles and organisational models, this benchmarking indicates that our median pay gap has closed entirely and our mean pay gap now sits towards the lower end of the range reported within our sector.

## Our commitments and next steps

While we are encouraged by the reduction in our gender pay gap and the closing of the median gap in the current reporting year, we recognise that pay gap figures reflect workforce structure at a single point in time. Our analysis suggests that continued focus on progression pathways, leadership development and transparent career opportunities will be key to sustaining recent improvements. Over the next reporting period, we will focus on the following areas:

### 1. Strengthening transparency in our pay and progression

We will continue to ensure that our pay framework is applied consistently and transparently across the organisation. This includes:

- Reviewing starting salary decisions to ensure alignment with pay banding and consistency in application of pay points.
- Providing guidance to managers on fair and evidence-based pay progression decisions.
- Embedding structured progression conversations within supervision and appraisal processes, so that career development is actively discussed and supported throughout the employee life cycle.

By improving transparency and consistency in progression processes, we aim to ensure equitable access to advancement opportunities across all levels of the organisation.

### 2. Monitoring representation in promotion opportunities

Gender pay gaps are often influenced by who progresses into higher-paid roles. To better understand and address this we will:

- Monitor internal promotions by gender on an annual basis.
- Review access to short term leadership opportunities, secondments and project leadership roles to ensure these are advertised and accessible rather than informally allocated.
- Analyse representation within senior recruitment shortlists and appointments for roles at Associate Director level and above.

This monitoring will help us identify any emerging imbalances at an early stage and take appropriate action.

### 3. Supporting leadership development through mentoring and staff networks

We recognise that building a sustainable leadership pipeline is central to maintaining gender equity at senior levels.

In the coming year, we will introduce a structured peer mentoring programme for our staff networks, including our Gender Equality Network (GEN). This programme will support colleagues to:

- Develop leadership skills and confidence.
- Navigate career pathways within the organisation.
- Build visibility and networks across directorates.
- Engage in sponsorship conversations with leaders.

The mentoring programme will include a specific topic on leadership skills, recognising that access to informal networks and senior insight can significantly influence career advancement. Evidence across sectors shows that mentoring and sponsorship can play an important role in improving access to leadership pathways, particularly for groups that may historically have had less access to informal networks. By embedding mentoring within our staff network infrastructure, we aim to create inclusive, community-led development opportunities that strengthen representation across pay quartiles over time.

#### 4. Promoting flexible working at all levels

As a predominantly female workforce, ensuring flexibility across all grades remains critical to supporting retention and progression.

We will:

- Continue to promote flexible working options across the organisation including in senior roles.
- Encourage open conversations about balancing leadership responsibilities with caring and other commitments.

Our aim is to ensure that flexible working supports, rather than limits access to senior opportunities.

#### 5. Governance, accountability and ongoing monitoring

Gender pay gap reporting provides an important mechanism for accountability. To maintain oversight and sustain progress we will:

- Present annual gender pay gap data to the Board.
- Share headline findings and actions with colleagues.
- Engage staff networks in reviewing and shaping our approach.
- Continue to monitor gender representation across pay quartiles annually.

**We recognise that sustained equity requires consistent attention and data informed action. We remain committed to embedding inclusive and equitable practices that enable all colleagues to thrive and progress.**

# Rethink Mental Illness

We are the charity for people severely affected by mental illness, no matter what they're going through.

For further information  
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