



Gender Pay Gap Report

2026/2027

rethink.org

Contents

Foreword.....3

Introduction.....4

Understanding gender pay gap reporting.....4

Our commitment to Equity, Diversity and Inclusion.....5

Workforce scope and exclusions 5

Our 2026/2027 position 6

Workforce composition by pay quartile.....7

Gender pay gap trend over time.....8

What this means.....8

How we compare.....9

Our commitments and next steps.....9

Foreword

I am proud to introduce our Gender Pay Gap Report, which reflects the significant change in our gender pay gap over time and the continued commitment of colleagues across every part of Rethink Mental Illness. This year's results show significant movement in our gender pay gap, while also highlighting the importance of looking beyond a single headline figure to understand how pay and representation are distributed across our workforce.

Our median gender pay gap is 1.3%, meaning that at the midpoint of our workforce women earn 99p for every £1 earned by men. While this represents a small increase from the 0% median gap reported in the previous year, it remains significantly lower than the levels reported in earlier years.

Our mean gender pay gap has moved from 6.4% in the previous reporting year to -3.2%, meaning that women's average hourly pay is now 3.2% higher than men's. This represents a significant shift in our overall pay distribution and highlights the importance of considering mean, median and workforce representation together when interpreting gender pay gap data.

Looking over the longer term, our gender pay gap has reduced considerably from the levels seen in earlier reporting years. However, this year's movement also demonstrates that pay gap figures can fluctuate as workforce composition changes and that progress should be assessed over time rather than through any single reporting year.

While the longer term direction is encouraging, we also recognise that gender pay gap figures are influenced by workforce structure and can change from year to year. We therefore remain committed to understanding representation and progression across all levels of the organisation, 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 provides an important opportunity to understand our current position and identify where continued focus is needed in 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 2026

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

It is also important to recognise the limitations of gender pay gap reporting. In line with current UK reporting requirements, gender pay gap data is reported using a binary definition (men and women). We recognise that this does not reflect the full diversity of gender identities.

We recognise that gender identities are not limited to 'men' and 'women' and that colleagues may identify as non-binary or have a gender identity that does not align with their legal sex. We also recognise people with variations in sex characteristics, including intersex people. As a result, the experiences of these colleagues are not fully represented within this report. We are committed to continuing to develop our approach so that all colleagues are better reflected in our data and understanding over time. This is an area we will continue to keep under review as data collection and reporting approaches evolve.

This report presents our data as at 5 April 2026 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 provides an important opportunity to understand patterns in pay and representation and identify areas that may require further attention. While our headline figures indicate a small median gender pay gap of 1.3% in favour of men and a mean gap of 3.2% in favour of women, we recognise that neither measure alone provides a complete picture of gender equity. We will therefore continue to examine representation, progression and access to opportunities across all levels of the organisation.

We know 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

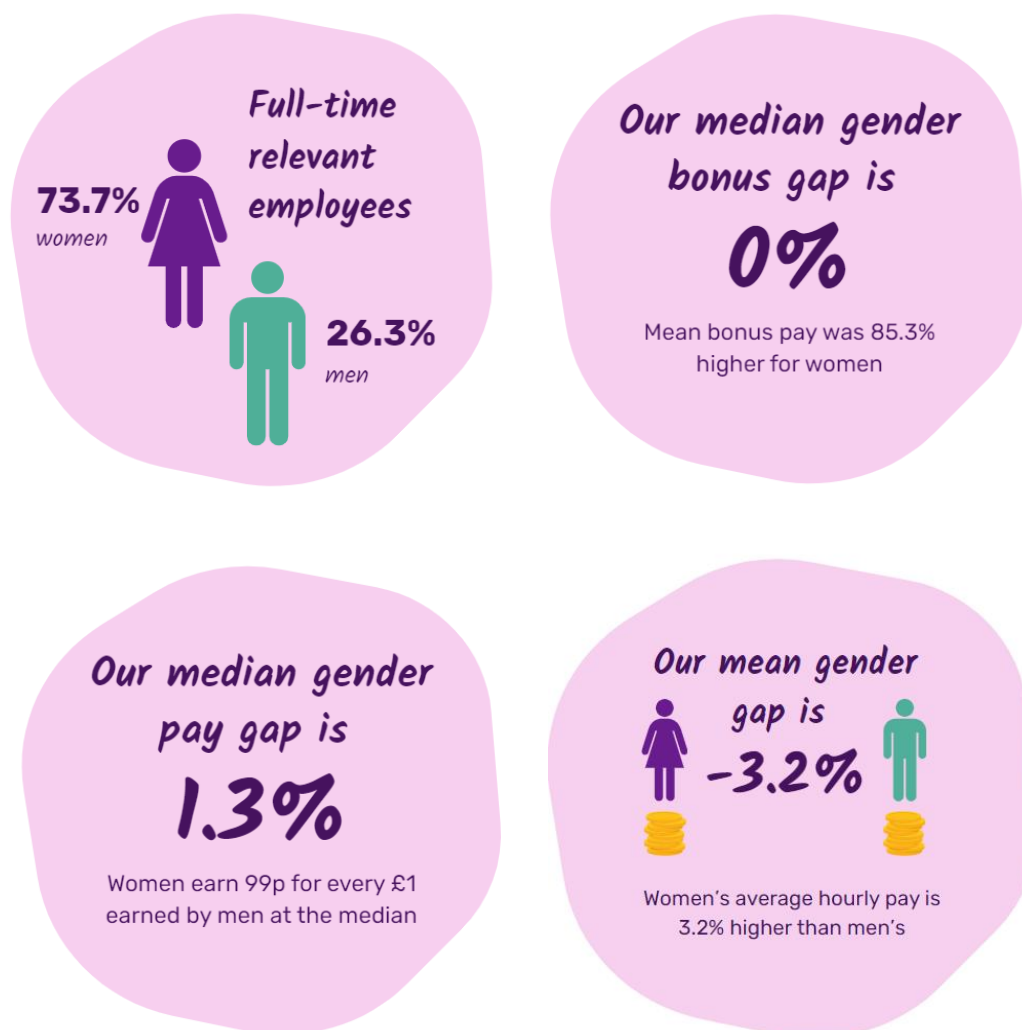
As at 5 April 2026, our total workforce headcount was 1031 employees, comprising 73.7% women and 26.3% men.

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, 13 employees on maternity and paternity leave who were receiving maternity and paternity pay below full pay levels in line with our policy have been excluded from this report.

Following these exclusions, the full-pay relevant employee headcount used for the purposes of this report was 1018 employees.

Our 2026/2027 position

As at 5 April 2026:



A small number of payments made during the reporting period met the statutory definition of bonus pay. While we do not typically pay performance-related bonuses, on occasion bonuses may be paid for acting up, employee referrals or exceptional performance. This year the payments included within the bonus calculation related to individuals who covered two senior roles for a period of six months, alongside Refer a Friend payments. Overall, 0.7% of women and 0.4% of men received bonus pay. Our median gender bonus gap was 1.3% in favour of men, while mean bonus pay was 85.3% higher for women than men. As these figures are based on a very small number of qualifying payments, the mean bonus gap is particularly sensitive to the value and distribution of individual payments and should therefore be interpreted in this context.

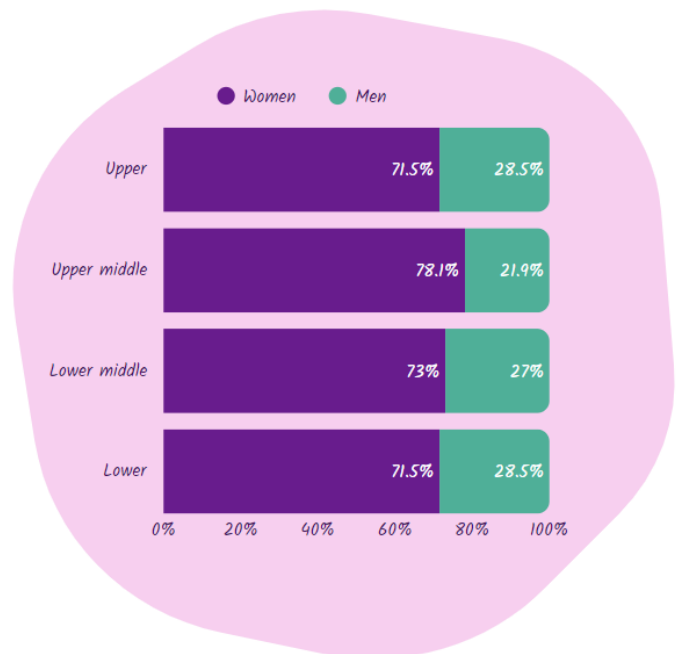
Our mean gender pay gap is -3.2%, meaning that women's average hourly pay is 3.2% higher than men's. This represents a significant movement from the previous reporting year, when our mean gender pay gap was 6.4%. Mean pay figures can be particularly influenced by employees at the highest and lowest ends of the pay distribution, so this figure should be considered alongside the median and pay quartile data.

Our median gender pay gap is 1.3%, meaning that women earn 99p for every £1 earned by men at the midpoint of the workforce. This is a small increase from the 0% median gap reported in the previous year but remains substantially below the levels seen in earlier reporting years.

Workforce composition by pay quartile

Our data shows us that:

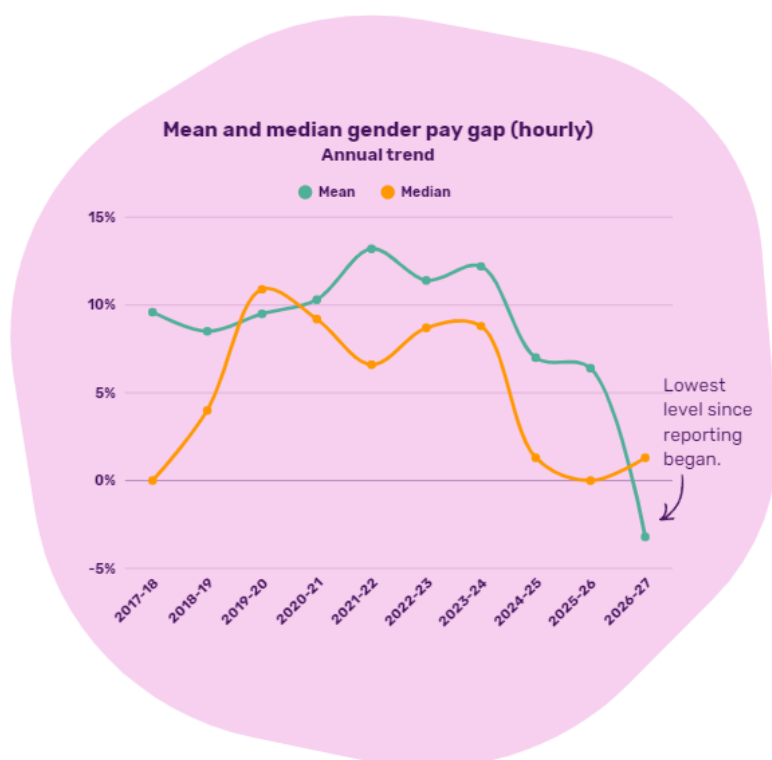
- Women form the majority in every pay quartile, ranging from 71.5% to 78.1% of employees.
- Women represent 71.5% of both the highest and lowest pay quartiles.
- Female representation in the upper pay quartile has increased from 70.6% in the previous reporting year to 71.5% this year.



This suggests:

- The change in the mean pay gap cannot be understood through representation in the upper quartile alone and should be considered alongside the distribution of individual salaries across the workforce.
- The difference between our mean (-3.2%) and median (1.3%) results demonstrates why both measures are important when assessing overall pay distribution.

Gender pay gap trend over time



Over the longer term, our gender pay gap has reduced considerably from the levels seen in earlier reporting years. The median gender pay gap, which remained at approximately 8–9% between 2022/23 and 2023/24, reduced to 1.3% in 2024/25 and 0% in 2025/26. In the current reporting year it stands at 1.3%.

Our mean gender pay gap has also changed significantly, reducing from 12.2% in 2023/24 to 7.0% in 2024/25 and 6.4% in 2025/26. In the current reporting year the position has moved to -3.2%, meaning that women's average hourly earnings are now 3.2% higher than men's.

These results demonstrate a significant longer term change in our pay distribution, while also showing that gender pay gap figures can fluctuate from year to year.

We will continue to monitor our results over time to understand whether these longer term changes are sustained.

What this means

This year's results provide a more nuanced picture of gender pay across the organisation. Our mean and median measures have moved in different directions, reinforcing the importance of considering the overall pattern of our data rather than relying on a single measure. Our longer term trend remains substantially different from our position in earlier reporting years, while year on year movement demonstrates the importance of continuing to monitor how our workforce changes over time.

The UK charity workforce is predominantly female, with women making up approximately 68% of the sector's workforce. The latest available [Civil Society analysis](#) of 99 large UK charities found an average median gender pay gap of 6.3%, based on April 2024 snapshot data. While our workforce reflects the sector's predominantly female profile, our median gender pay gap of 1.3% is considerably lower than this latest available charity sector benchmark.

Similar structural patterns can be seen within health and social care. The latest [Department of Health and Social Care gender pay gap analysis](#) identifies workforce distribution as an important driver of its pay gap, with a higher proportion of women in more junior grades and differences in representation at the most senior levels. This

wider context demonstrates how workforce composition and the distribution of men and women across pay levels can influence headline gender pay gap figures.

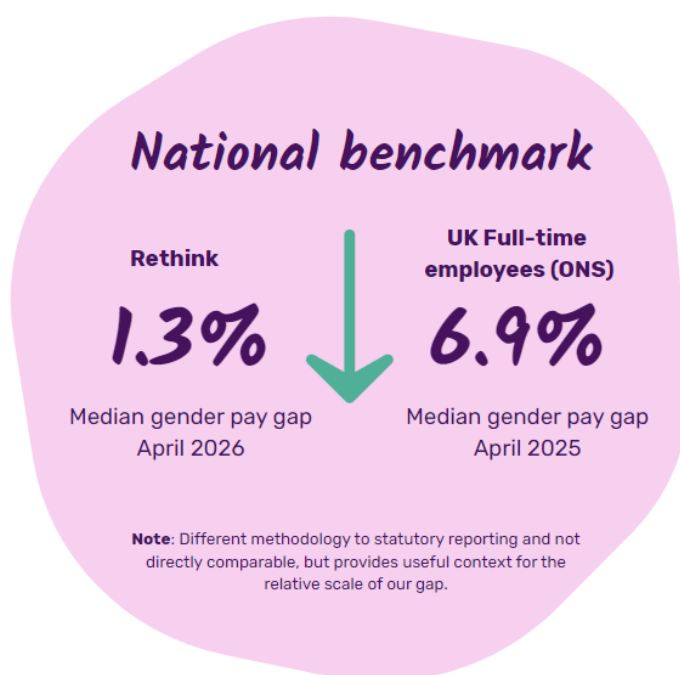
Alongside monitoring our pay gap, we will continue to consider representation, development and progression across different levels of the organisation. Ensuring that colleagues have equitable access to career development, leadership opportunities and progression pathways helps to support a workforce where talent can progress regardless of gender.

How we compare

As we analyse our gender pay gap earlier in the reporting cycle so that the findings can inform our priorities for the year ahead, comparable statutory data from individual organisations is not generally available at the time of analysis. We therefore use the latest available national data to provide external context for our results.

National benchmark

The latest Office for National Statistics (ONS) data shows that the median gender pay gap for full-time employees in the UK was 6.9% in April 2025. Our current median gender pay gap of 1.3% is lower than this national benchmark. While the ONS figure is calculated using a different methodology to statutory organisational gender pay gap reporting and is therefore not directly comparable, it provides useful context for understanding the relative scale of our current gap.



Our commitments and next steps

While our latest figures show significant longer term movement in our gender pay gap, we recognise that pay gap data reflects workforce structure at a single point in time and can fluctuate from year to year. Our latest results reinforce the importance of monitoring both mean and median pay, alongside representation and progression across the organisation. Over the next reporting period we will continue to 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:

- Continue to monitor the consistent application of our existing pay framework.
- Reinforce existing guidance and processes that support consistent pay 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 and progression

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

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 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.

The mentoring programme will include specific topics 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.

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.
- Share relevant findings with staff networks and seek feedback where appropriate.
- Continue to monitor gender representation across pay quartiles annually.

We will continue to use our gender pay gap data alongside wider workforce information to understand changes over time and inform proportionate action where it is needed. 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.

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