

# Gender Pay Gap Report

2024



**Anna Freud**  
building the mental  
wellbeing of the  
next generation

# Our gender pay gap: an overview

As an organisation with more than 250 colleagues, we are required by law to publish an annual Gender Pay Gap Report. This report provides a snapshot of the difference in pay for men and women. You can read all our reports on our [website](#) or the government's [Gender Pay Gap Service](#). Colleagues can also find reports on our intranet.

Alongside sharing our findings, we believe it is important to share the story behind our pay gap, why issues exist and update you on the actions we're taking. Promoting equity, diversity and inclusion (EDI) is an enabling condition for us to deliver on our mission to close the gap in children and young people's mental health and wellbeing. Furthermore, reducing workplace inequities forms an integral part of our 2022-2026 EDI strategy.

## Executive summary – 2024 statistics

As of 5 April 2024, our workforce was made up of 84% women and 16% men.

Our mean gender pay gap is 14.4% and our median pay gap is 13.8%. This means that women earn 86.2p for every £1 earned by men when comparing median hourly pay. (See page 3 for definitions of these terms.)

There are larger proportions of men in our higher pay brackets, with men making up 23% of our highest pay bracket.

Since 2017, our mean pay gap has fallen by 10 percentage points and our median pay gap has fallen by 10.3 percentage points, having fallen 4.4 and 2.2 percentage points respectively in the year leading up to this report.

Our pay gap has fluctuated over the past eight years. The most significant factor impacting our pay gap is a larger number of men in the highest pay bands, compared to a larger proportion of women in mid-level and junior roles.

We're addressing our gender pay gap through several measures, including improved job evaluations, training for colleagues, additional support for those with caring responsibilities and monitoring wage disparities by age.

# Some terms you'll need to know

## Gender pay gap

The difference between average hourly pay for men and women, expressed as a percentage of men's earnings. It is not the same as equal pay, which is the legal requirement that men and women doing the same job should be paid the same.

## Mean gender pay gap

The difference in average gross hourly earnings between women and men.

## Median gender pay gap

The difference between the midpoints in the ranges of hourly earnings of men and women. This is seen as a better indicator of a 'true' pay gap as it takes the salary of the middle role in each population (of men or women), and better mitigates against individual outliers, such as one or two highly paid roles.

## Snapshot date

The date that determines who counts as an employee for gender pay gap reporting. For this report, it was 5 April 2024, making this our 2024 Gender Pay Gap Report.

## Quartiles

The Gender Pay Gap Report splits our workforce into four equal groups determined by hourly pay. These are called the lower, lower middle, upper middle and upper quartiles.



## Who does our reporting include?

This report includes all 513 employees being paid their full salary on the snapshot date of 5 April 2024. This group does not include employees who were on reduced pay at the time, such as those on sabbatical leave or leave for new parents. Data is based on each individual's equivalent hourly pay, which means working hours do not have any impact.

Gender pay gap reporting only includes statistics for colleagues who selected either 'male' or 'female' on our diversity monitoring form. If a colleague's gender was not recorded as either 'male' or 'female' or if they opted not to disclose their gender, they were not included in this data set. It's a legal requirement to calculate the gender pay gap in this binary way and we recognise it doesn't reflect the diversity of our workforce.

This year, we will also publicly release our ethnicity pay gap information for the first time. There are proposals under the Equality (Race and Disability) Bill to make ethnicity and disability pay gap reporting mandatory. We will share our ethnicity pay gap analysis ahead of this time as part of our commitment to equity and anti-racism. By collecting and analysing this data, we will be better placed to identify the disparities in average pay and create an action plan to address any differences. We will also begin reporting on our disability pay gap in 2025.

## What does our 2024 data show?

As of 5 April 2024, our workforce was made up of 84% women and 16% men. Our mean gender pay gap is 14.4% and our median gender pay gap is 13.8%.

Year of reporting	Mean pay gap	Median pay gap
2024	14.4%	13.8%
2023	18.8%	16.0%
2022	19.7	16.4%
2021	20%	13%
2020	20%	13%
2019*	15.7%	8%
2018	17.8%	15.1%
2017	24.4%	24.1%

Although our mean and median gender pay gaps have fluctuated since our reporting began, both are now 10 percentage points lower than 2017. Our mean gender pay gap has fallen year-on-year since 2021.

\*Our 2019 statistics are incorrect due to a previous systems error, so we can ignore this figure and its impact on our trends.

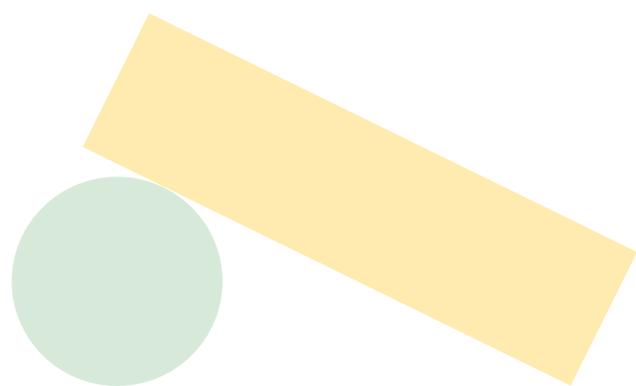
# How does our gender pay gap differ across Anna Freud?

This table shows our workforce divided into four equally sized groups based on hourly pay rates.

Our gender pay gap is most significant in the upper and lower middle quartiles.

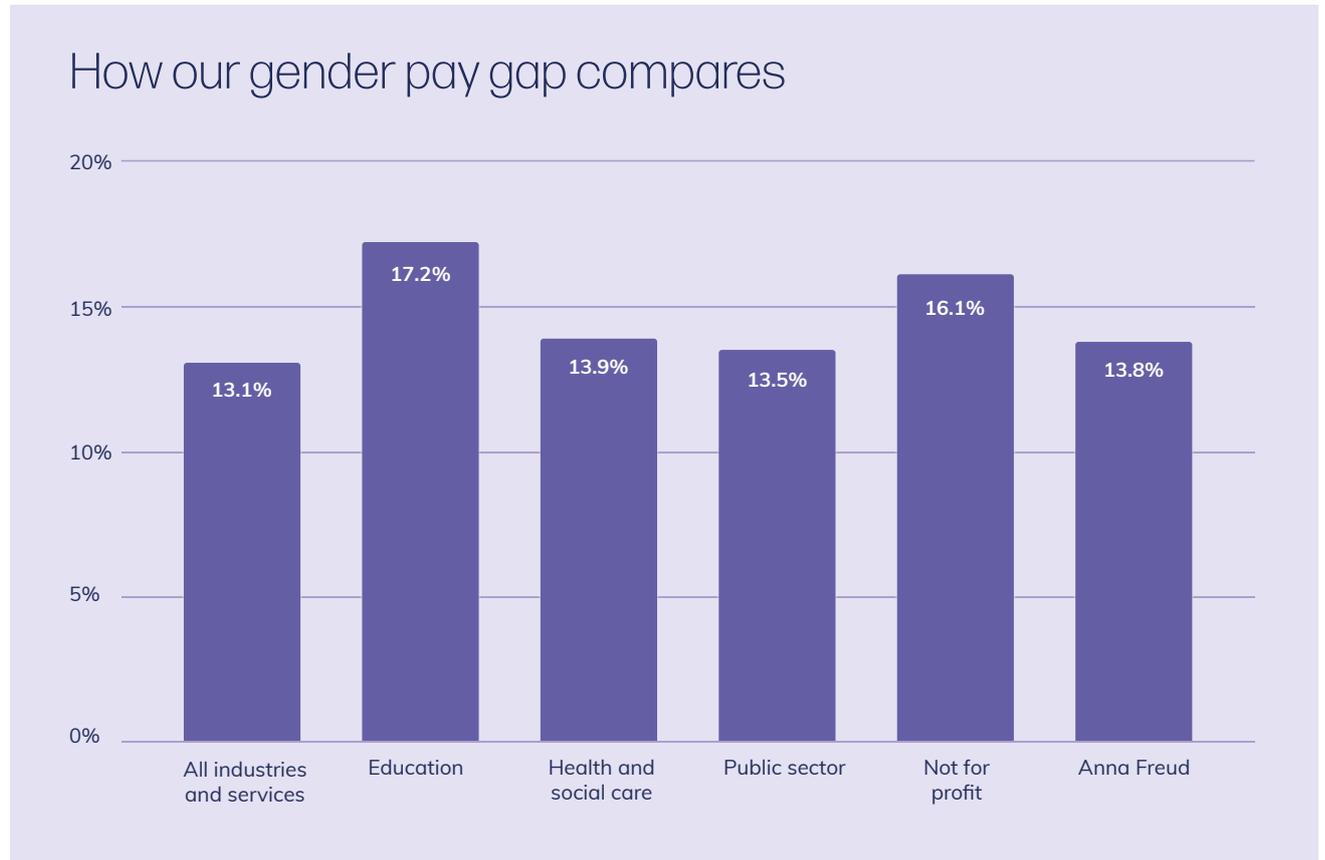
Quartile	Gender representation		Mean hourly pay		Gender pay gap	
	Male	Female	Male	Female	Mean	Median
Lower	13.9%	86.0%	£16.20	£16.48	-1.7%	-8.7%
Lower middle	7.3%	92.6%	£22.47	£22.23	1%	5.6%
Upper middle	18%	81.9%	£27.31	£26.99	1.1%	4.2%
Upper	22.9%	77%	£44.34	£40.66	8.3%	12.4%

The relative overrepresentation of men in higher pay bands is a significant driver of our gender pay gap. This trend of gender pay disparity widening in higher paid positions is reflected across the UK.<sup>i</sup>



# How do we compare with others?

Our organisation works across several industries. Our median pay gap of 13.8% is higher than the median gender pay gap reported for all industries and the public sector, but is lower than the not for profit, health and social care, and education sectors.



*All stats: ONS Annual Survey of Hours and Earnings (ASHE) Gender Pay Gap in the UK 2024*

# Why do we have a gender pay gap?

Our gender pay gap exists because men are overrepresented in higher paying roles, holding 18% of upper middle and 22.9% of upper quartile positions, despite only making up 16% of our workforce.

Legally, men and women must receive equal pay for:

- the same or broadly similar work
- work rated as equivalent under a job evaluation scheme
- work of equal value.

We are committed to paying employees equally for the same or equivalent work, regardless of sex or any other protected characteristics. To achieve this, we routinely:

- conduct regular pay and benefits audits
- evaluate job roles and benchmark salaries to ensure fairness.

As such, we're confident that our gender pay gap is not due to paying men and women differently for the same or equivalent work.

## Historic and systemic factors

There are historic and systemic workforce factors that impact our gender pay gap. Across the UK, men are more likely than women to occupy senior technical roles, which are typically higher paid than other roles at similar levels of seniority.

Additionally, women are more likely than men to have had breaks from work that affect their career progression.<sup>ii</sup> They are also more likely to work part time, and part time roles tend to have less seniority and lower salaries.

These trends are reflected in the two quartiles that have the most significant impact on our gender pay gap – the upper quartile and the lower middle quartile.

### Upper quartile

We have a small number of highly paid medical positions filled by men, reflective of historical trends within the field.

### Lower-middle quartile

Most of the staff in this quartile work in administrative and non-specialist roles, which is common in the charity sector. Women hold 92.6% of these roles, with this overrepresentation in lower-paid positions skewing their median pay downwards.

# What are we doing to address our gender pay gap?

We are committed to reducing our gender pay gap, despite the broader systemic barriers that make this challenging, such as a low take-up of shared parental leave and the high cost of childcare.

In the past year, we have:

- delivered inclusive recruitment training for managers to ensure they consider areas of under-representation when planning recruitment
- run the second cohort of our mentoring programme to support the advancement of women in mid-level and senior management roles by building capabilities needed for executive roles
- reviewed our diversity data to identify areas where both women and men are proportionally underrepresented across the organisation and enhanced our advertising and talent management strategies accordingly
- reviewed our family leave policies to ensure employees can balance their caring responsibilities alongside their work responsibilities, including updating our sabbatical leave policies reducing the eligibility criteria to two years.

## Our plans for the next year



### Monitor age as a factor in our gender pay gap

The 2024 Annual Survey of Hours and Earning (ASHE) report shows that the gender pay gap is higher for employees aged 40-49 and has grown for those aged 50-59. In all other age groups, the gender pay gap has decreased over time.

We will add monitoring by age to our reporting matrix so that we can identify ways to address age and gender-related pay disparities within our organisation.



### Provide further support for those with caring responsibilities

We'll examine our care leave benefits alongside our existing support for employees on or returning from maternity or paternity leave. We also plan to introduce paid leave for dependents and compassionate leave.

We will continue to promote our flexible working policies and support staff wellbeing through our wellbeing and mentoring programmes.



### Improve job evaluations

We will implement a new job evaluation software system so we can assess our job profiles using robust factor-based valuation measures. This will be hosted by an external provider who will monitor the content regularly and will report any inequalities or inconsistencies in practice.

We will also introduce a job evaluation process that includes a panel of trained staff from across the organisation, drawn from the membership of the senior leadership team, employee voice representatives, people and culture specialists, and the executive.

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## References

<sup>i</sup> Brigid Francis-Devine. (2024). The Gender Pay Gap. House of Commons Library. <https://commonslibrary.parliament.uk/research-briefings/sn07068/> [accessed 25 March 2025]

<sup>ii</sup> Government Equalities Office (2019). Employment pathways and occupational pathways after childbirth summary report. <https://www.gov.uk/government/publications/employment-pathways-and-occupational-change-after-childbirth> [accessed 25 March 2025]

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