

# Gender Pay Gap Report

2025



**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, explain why issues exist and to update you on the actions we're taking. Promoting equity, diversity and inclusion (EDI) enables 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.

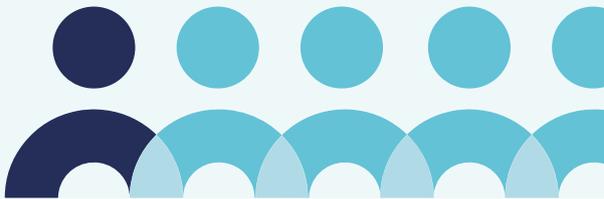


# Executive summary 2025 statistics



As of 5 April 2025, our workforce was made up of

83.9% women  
and 16.1% men.



Our mean gender pay gap is 16.47% and our median pay gap is 10.84%. This means

women earn about **89p** for every **£1** earned by men

when comparing median hourly pay. (See page 3 for definitions of these terms.)

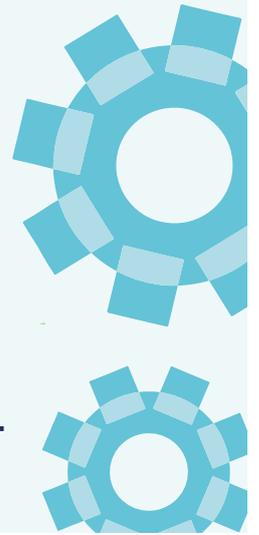
Since 2017 our mean pay gap has fallen by 8.02

percentage points and our median pay gap has fallen by 13.27 percentage points, having increased by 2.05 percentage points and fallen by 2.94 percentage points respectively in the year leading up to this report.



The gender make-up and pay of

our upper quartile is responsible for 25.6% of our pay gap.



Our pay gap has fluctuated over the past nine years. The most significant factor impacting our pay gap is the larger number of

men in our higher pay bands

(23% in the highest), compared to a larger proportion of women in mid-level and junior roles.

We're tackling our gender pay gap by examining how we attract and hire candidates to senior positions; looking at progression and sponsorship for women in grades immediately below our most senior grades; establishing targeted retention and flexible working arrangements for senior staff; and monitoring and publishing our performance data.

# 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.

## Snapshot date

The date that determines who counts as an employee for gender pay gap reporting. For this report, it was 5 April 2025.

## Mean gender pay gap

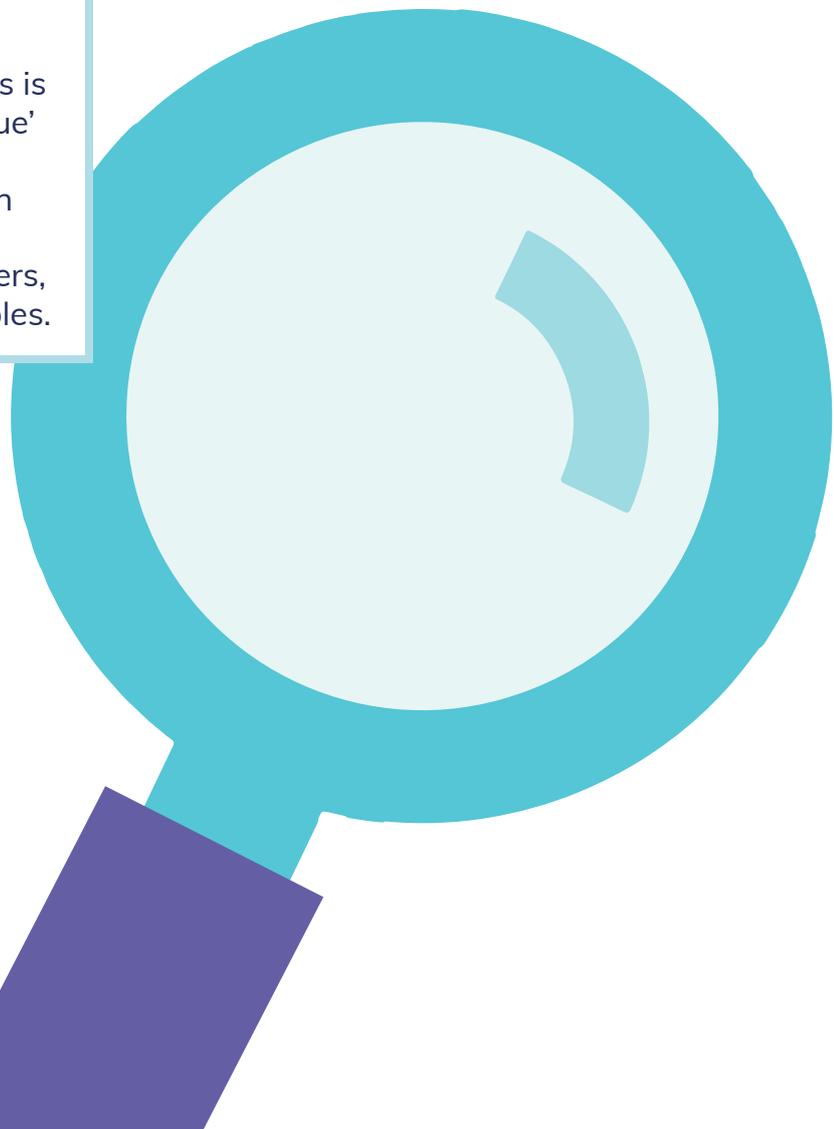
The difference in average gross hourly earnings between women and men.

## 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.

## 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.



# Who does our reporting include?

This report includes all 461 employees being paid their full salary on the snapshot date of 5 April 2025. 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 have shared our ethnicity pay gap information with colleagues for the first time. There are proposals under the Equality (Race and Disability) Bill to make ethnicity and disability pay gap reporting mandatory. We have shared our ethnicity pay gap analysis ahead of this time as part of our commitment to equity and anti-racism. We also intend to share our disability pay gap information with colleagues. Collecting and analysing this data leaves us better placed to identify the disparities in average pay and create an action plan to address any differences.

# What does our 2025 data show?

As of 5 April 2025, our workforce was made up of 83.9% women and 16.1% men. Our mean gender pay gap is 16.47% and our median gender pay gap is 10.84%.

Year of reporting	Mean pay gap	Median pay gap
2025	16.47	10.84
2024	14.42	13.78
2023	18.79	16.00
2022	19.71	16.43
2021	20.00	13.00
2020*	4.00	5.00
2019	15.70	8.00
2018	17.85	15.10
2017	24.49	24.11

Although our mean and median gender pay gaps have fluctuated since our reporting began, they are 8.02 and 13.27 percentage points lower respectively than they were in 2017 (reported in 2018). Our median gender pay gap has fallen year-on-year since 2022.

*\*Our 2020 statistics are incorrect due to a previous systems error, so please ignore this figure and its impact on our trends.*

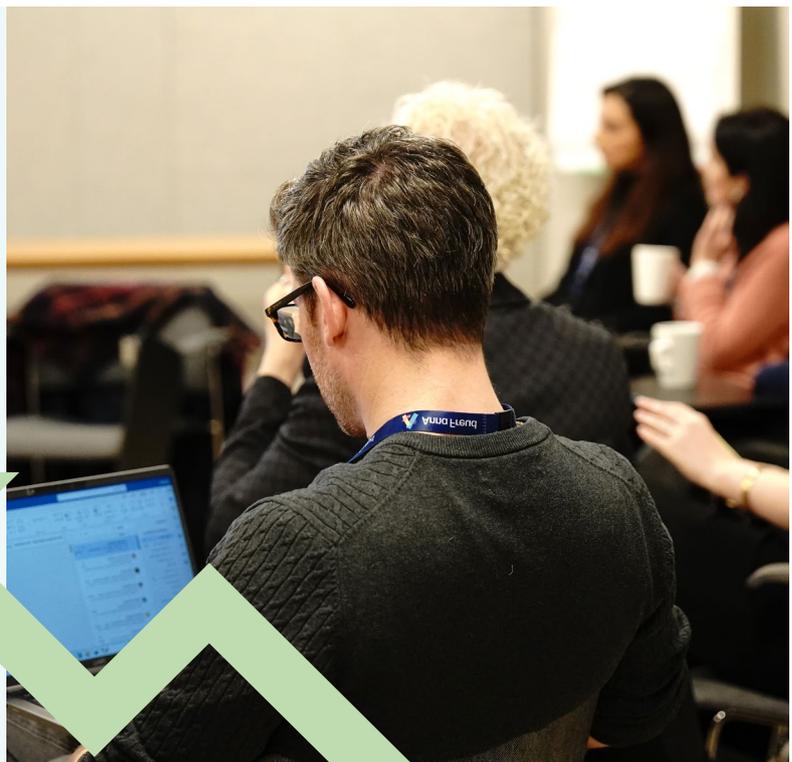
# How does our gender pay gap differ across Anna Freud?

The table below shows our workforce divided into four equally-sized groups, or quartiles, based on hourly pay rates.

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

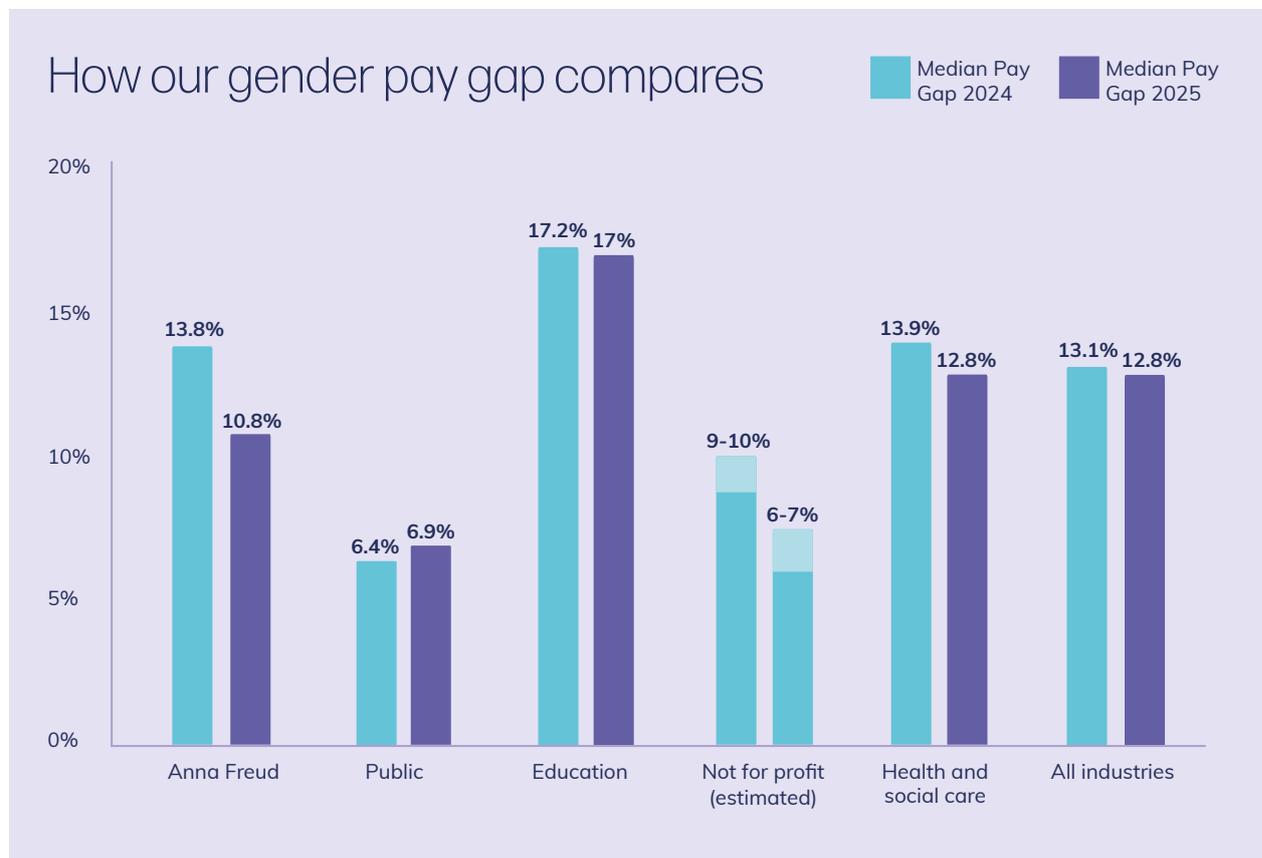
Quartile	Gender representation		Mean hourly pay		Gender pay gap	
	Male	Female	Male	Female	Mean	Median
Lower	11.2%	88.8%	£16.22	£16.78	-3.5%	-3.57%
Lower middle	13%	87%	£23.47	£22.54	+3.99%	+6.91%
Upper middle	15.7%	84.3%	£27.47	£27.26	+0.77%	+2.45%
Upper	24.3%	75.7%	£44.18	£39.03	+11.65%	+10.07

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>1</sup>



# How do we compare with others?

Our organisation works across several sectors. Our median pay gap of 10.84% is higher than the estimated not-for-profit and public sector figures, but lower than those of all other sectors listed in the table below.



The following table shows the mean and median gender pay gap figures from a selection of peer organisations. Comparisons should consider differences in workforce mix and seniority structures.

You'll note that our 2025 mean is higher than our peers and that our 2025 median is towards the upper end of the scale.

Employer	Mean %	Median %
Barnardo's	12.05	5.09
Mind	1.05	0.19
Place2Be	10.90	14.60
UCL	13.20	6.80
Anna Freud	16.47	10.84

# Why do we have a gender pay gap?

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.

We have a gender pay gap because men are overrepresented in higher paying roles, holding 15.7% of upper middle quartile and 24.3% of upper quartile positions, despite only making up 16.1% of our workforce.

The increase in our mean gender pay gap and decrease in our median gender pay gap reflects a concentration of male colleagues in higher paid roles but an improvement in the gender balance across the middle of our pay distribution.

The single largest driver of our gender pay gap is the upper pay quartile, in which men are overrepresented relative to their overall share of the workforce. An analysis of this indicates that this upper pay quartile accounts for approximately 25.6% of our mean gender pay gap.

There are limited disparities per quartile below the upper pay band, and the improvement in the median gender pay gap suggests progress in the mid-range.

A grade analysis shows A8 (head of department – non-clinical – head of function-level roles - 11.32%) and A10 (senior leadership roles at director or medical consultant level - 9.82%) are the highest contributors to the mean gap, demonstrating a requirement to focus improvements on the feeder and senior roles. Team-level contributions are concentrated in Central Support (6.88%) and Education and Training (6.16%), driven by role mix and seniority patterns.



## Historic and systematic 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 more highly paid than other roles at similar levels of seniority.

Additionally, women are more likely than men to have breaks from work that affect their career progression.<sup>2</sup> They are also more likely to work part time. 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.

A recent analysis of the Office for National Statistics' 2025 gender pay gap data, published by Ciph, showed that three-quarters of full-time roles held by a greater number of female employees than men have a gender pay gap favouring men.<sup>3</sup> The female-dominated occupations with the largest gender pay gap for full-time employees are health professionals, care workers, health care practice managers, veterinarians and clinical psychologists. The gender pay gaps for these roles are 24.1%, 19.9%, 19.2%, 14.4% and 13.9% respectively.

Across all occupations, the average median gender pay gap for full-time workers in the UK in 2025 is 6.9% in favour of men. For full and part-time workers the median gender pay gap is 12.8%.



# 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:

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

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

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

### Provided further support for those with caring responsibilities

We examined our care leave benefits alongside our existing support for employees on or returning from maternity or paternity leave. We also introduced paid leave for dependents and compassionate leave.

We continued to promote our flexible working policies and supported staff wellbeing through our wellbeing and mentoring programmes.

### Improved job evaluations

We introduced a new job evaluation system to assess the relative value of different roles. Reviewing a role enables us to assign a job to an appropriate pay grade using a standard methodology. This underpins our decisions regarding pay and reduces inequity as the role and not the person is reviewed, graded and benchmarked. This is hosted by an external provider which monitors the content regularly and reports any inequalities or inconsistencies in practice.

We have also created a panel of trained staff evaluators drawn from across the organisation from the membership of the Senior Leadership Team, Employee Voice Forum, People and Culture team, and our Executive.

## Our plans for the next year



### Attracting and hiring

We will ensure we have diverse interview panels that conduct structured interviews. We'll report progress to our Executive every quarter.



### Progression

We will continue to ensure that the language and messaging used in our external advertising actively encourages women to apply for senior roles. We will provide confidential pre-application discussions to anyone seeking more information regarding our application processes. In addition, we will develop targeted coaching and leadership development opportunities for women who are aspiring to move into senior positions.



### Retention and flexible senior options

We'll identify and analyse themes in the reasons why our female colleagues leave Anna Freud, acting where appropriate.



### Pay governance and calibration

We'll introduce annual checks on our senior pay rates and seek justification and approval for any that fall outside the normal range. Our pay policies will be applied consistently.



### Monitoring of key performance indicators and transparency

We'll publish our performance figures every six months by measuring our mean and median gaps, quartile mix, hiring and promotion rates and leaver rates by gender. Updates will be provided to our Board of Trustees and People Committee.

**By implementing these measures, in the next 12 months our goal is to reduce our mean gender pay gap by 2% to 3% and sustain the improvement in our median gender pay gap. We also hope to lay the foundations for a more gender-balanced leadership team.**

# References

<sup>1</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>2</sup> Government Equalities Office (2019). Employment pathways and occupational pathways after childbirth summary report. <https://www.gov.uk/government/publications/employment-pathways-and-occupationalchange-after-childbirth> [accessed 25 March 2025]

<sup>3</sup> Ciphr, Gender Pay Gap (2025) <https://www.ciphr.com/infographics/gender-pay-gap-statistics>



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