

Registered number: 01820492  
Charity number: 515755



# Gender Pay Gap Report

April 2025



Author	Andy Nash, Reward and Projects Partner
Ratified by	Kathryn Summerfield, People & Culture Executive Director
Date issued	5 March 2026

## Introduction

In December 2023, Humankind and Richmond Fellowship announced the decision to merge to form a new national charity to better support people facing multiple disadvantage.

The organisations legally merged in June 2024, and in October of the same year became Waythrough.

Waythrough is now one of the largest national charities in the sector, with around 3,200 employees and 500 volunteers supporting over 130,000 people every year in 260 diverse services across England.

As part of our 5-year strategic plan we have invested in Reward, Recognition and Remuneration across our workforce. We want our workforce to feel valued and to be rewarded fairly.

This report is for the snapshot date 5th April 2025.

## Our Report

Gender pay reporting legislation requires employers with 250 employees or more to publish calculations every year showing how large the pay gap is between their male and female employees. We also recognise people of non-binary genders, but we are unable yet report on this for our workforce.

The gender pay report represents the simple average figure for all employees in Waythrough's workforce, irrespective of role or grade. This is not to be confused with equal pay. The gender pay gap is a measure of the difference between men and women's average pay within an organisation.

- The mean average is calculated by adding up all the pay of staff and dividing it by the total number of staff
- The median average is calculated by lining up all the pay of staff, smallest to largest and finding the middle pay

The prescribed methodology does not take account of employee role, level, location, experience, or performance.

## Organisational Context

Waythrough is a leading UK charity, driven by a clear purpose: to transform lives and strengthen communities through high impact work across health, social care and employment support.

Waythrough was created through the merger of Humankind Charity and Richmond Fellowship on 1 June 2024.

Over the past two years, we've been working under a bridging strategy that brought together the priorities of both organisations. We are now reaching a pivotal moment: in April 2026, we will launch our first unified, ambitious 10-year strategy, setting the direction for the next decade of Waythrough's work and impact.

Our integration journey continued in 25/26, with the final stages of cultural, systems and process alignment progressing through 2025/26. We have already achieved significant milestones, and our leadership teams are continuing efforts toward embedding a strong, collaborative, values driven culture across Waythrough.

The cost-of-living crisis has continued to create financial pressures for the organisation and the workforce.

The recruitment and candidate market has remained a significant challenge for both Waythrough and the broader health and social care sector throughout 2024/25. Retaining skilled professionals has been particularly difficult, reflecting wider sector trends. Despite these challenges, we are noting improved retention rates within Waythrough in 2024/25, which is an outcome that indicates some progress, but ongoing issues remain given the current market conditions.

The organisation is continuing efforts toward paying real living wage, this has increased by 5% in 2024/25

## Our Data Set

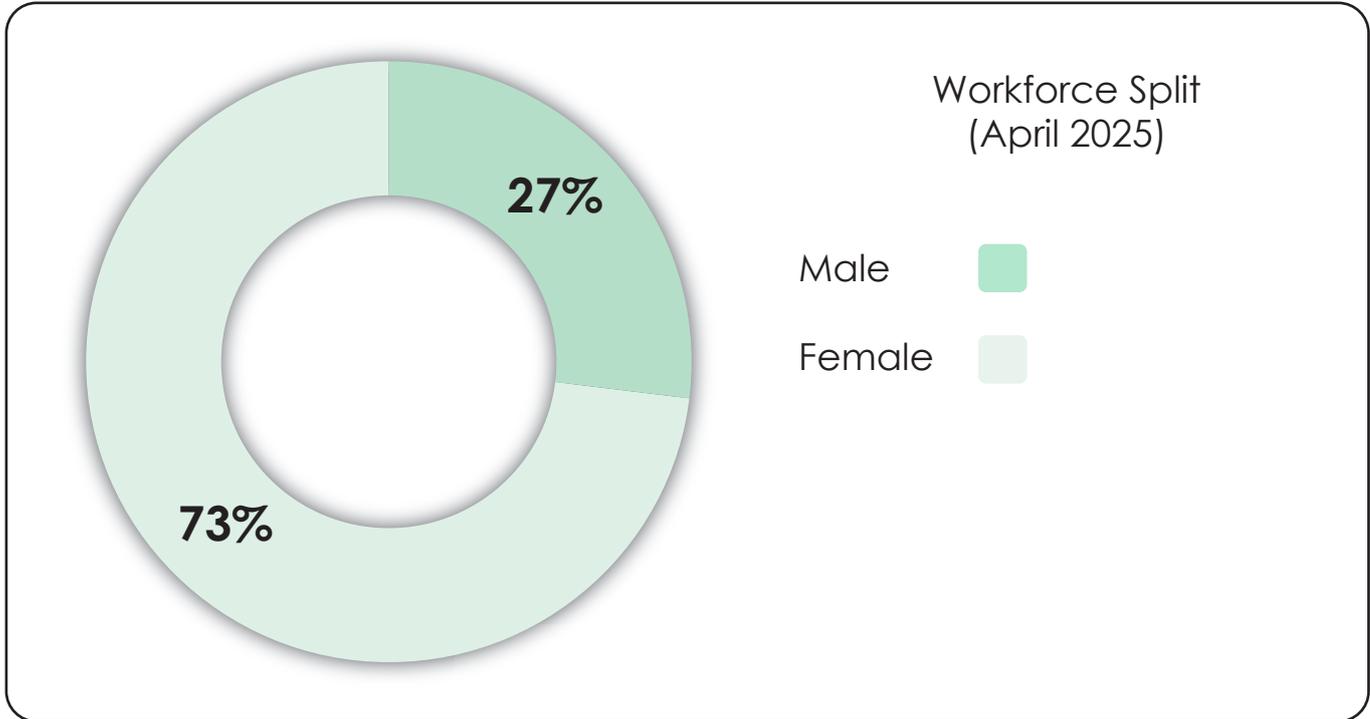
The data set was taken from payroll data sets for Humankind and Richmond Fellowship on 5th April 2025, as both legacy organisations were still running separate payroll systems at this point. The data from both organisations has been combined to produce the final report. A total of 2,702 staff were included in the data set, representing our total workforce on that day.

1,965 of our workforce are female and 737 are male. This includes both full and part time staff on our payroll.

# Our Analysis

## Workforce Split

The proportion of female employees is 73% and male employees 27%. This shows an increase in male employees by 1% compared to Humankind in 2024, and a decrease in male employees of 1% compared to Richmond Fellowship in 2024.



The Waythrough workforce continues to be predominately female orientated, which is not uncommon in our sectors.

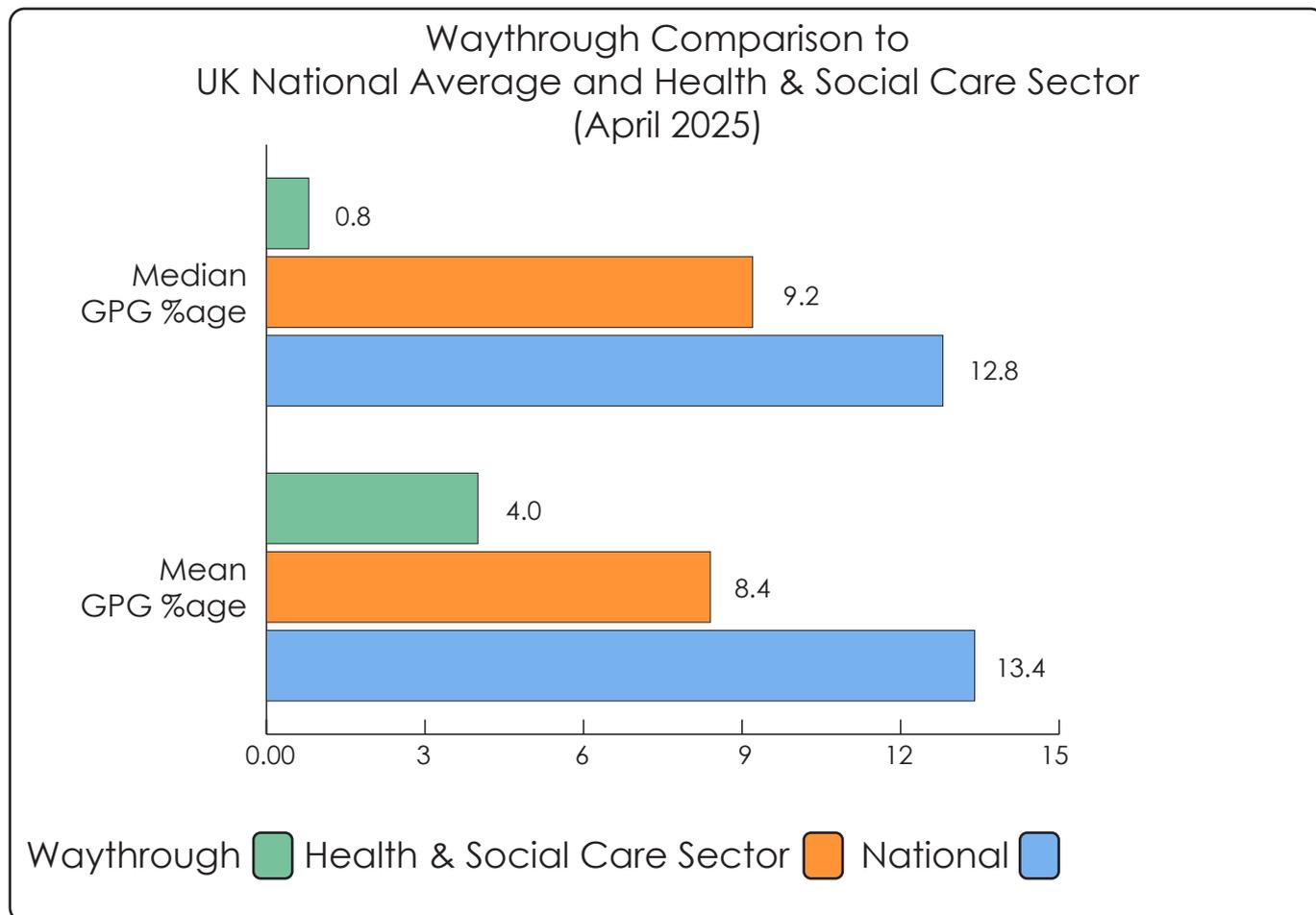
## Gender Pay Gap (GPG) for Hourly Pay

Mean GPG		Median GPG	
Quartile	Result	Quartile	Result
Upper	6.28%	Upper	1.34%
Upper Middle	0.72%	Upper Middle	0.00%
Lower Middle	0.82%	Lower Middle	1.56%
Lower	0.00%	Lower	0.00%
<b>Mean Overall</b>	<b>3.99%</b>	<b>Median Overall</b>	<b>0.77%</b>

The Waythrough Mean and median GPG is lower than both the health and social care sector and UK national average. This is notable but still requires further improvement and is an indicator of how we value all our staff equally.

The mean GPG has increased in comparison to the 2024 Richmond Fellowship score of 3.15% but has decreased in comparison to the 2024 Humankind gap which was 5.72%.

The median results show an increase compared to Richmond Fellowship's 2024 result of -0.97% and a decrease against the 2024 Humankind gap of 5.22%.



\*Figures for UK National Average and Health & Social Care Sector taken from the ONS 2025 Annual gender pay gap dataset (provisional edition), using 'Table 1.12 Gender pay gap (%)^ - For all employee jobs^^: United Kingdom, 2025' for National data and 'SIC2007 Table 29.12 Gender pay gap (%)^ - For all employee jobs^^: United Kingdom, 2025' line 593 – Human Health and Social Work Activities, Health and Social Care Associate Professionals

### Gender Pay Gap for Bonus Pay

During 2024/25, a total of 15 bonus payments were made to a total of £4,110. Of these, 10 went to female employees and the remaining 5 to male employees. This means that of the payments made, 66.66% were paid to female employees, which is reflected by the mean GPG being a high negative value. The highest payment of £1,000 was paid to a female employee, hence the Median GPG being a positive number.

Mean GPG for Bonus Pay				
	Number	Total	%age	Bonus Pay
Male	5	760	0.66%	£182.00
Female	10	2006	0.50%	£320.00
Total	15	2766	0.54%	£274.00
<b>Gender Pay Gap for Bonus Pay</b>				<b>-75.82%</b>

Median GPG for Bonus Pay				
	Number	Total	%age	Bonus Pay
Male	5	760	0.66%	£250.00
Female	10	2006	0.50%	£225.00
Total	15	2766	0.54%	£250.00
<b>Gender Pay Gap for Bonus Pay</b>				<b>10.00%</b>

The Bonus Pay payments were made up as follows:

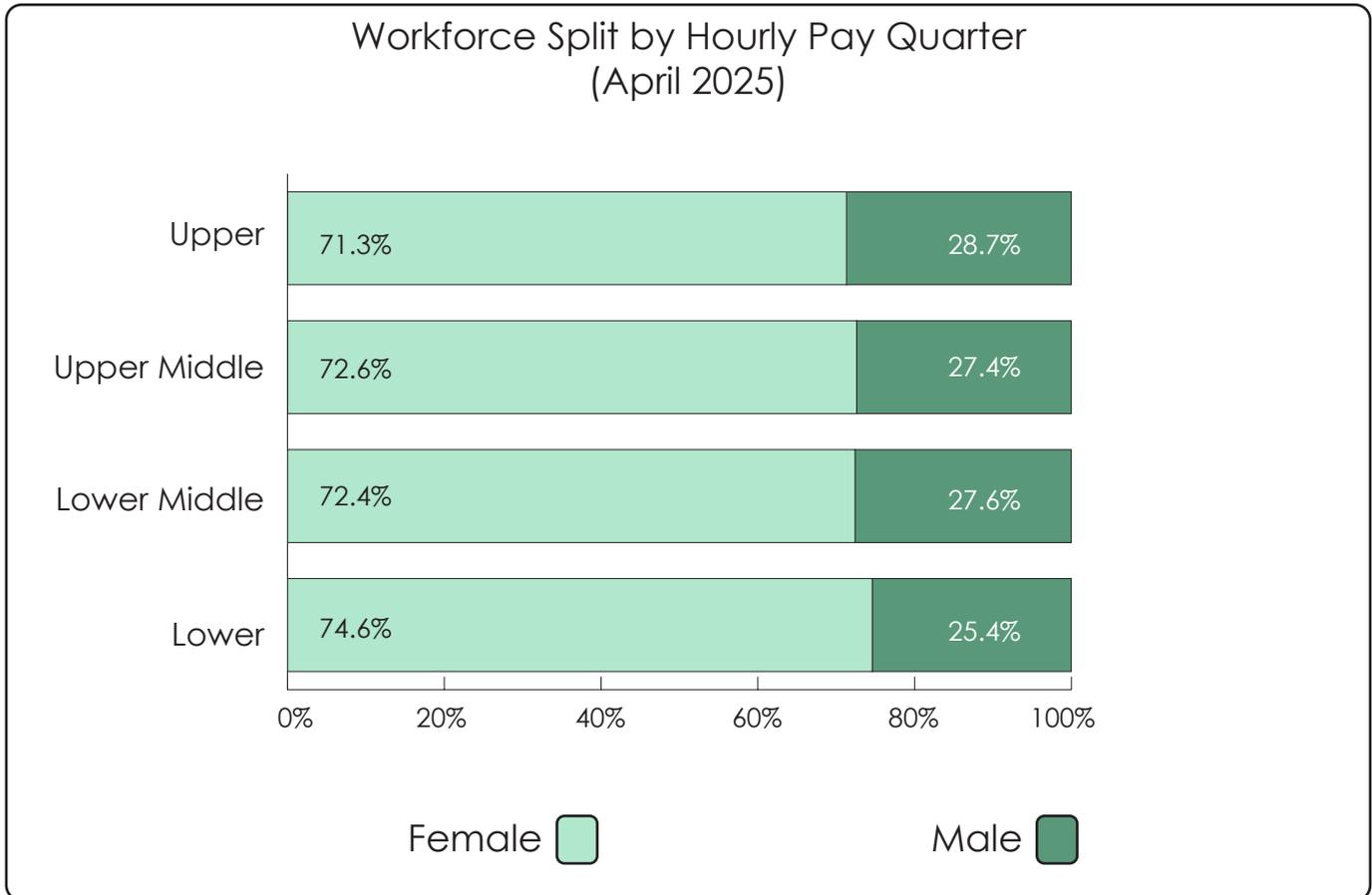
- Four 'One Time Payments' ranging from £60 to £1,000 to legacy Humankind employees for recognition (38.0% of bonus payments)
- Two £500 'Refer a Friend' scheme payments to support recruitment (24.3%)
- Nine Long Service Awards (applicable from 10 years' complete service) ranging between £100 and £250 (37.7%)

## Pay Quartiles

The total workforce was divided into four pay groups with 675 in each of the Upper and Lower Middle quartiles, and 676 in the upper Middle and Lower Quartiles. The upper quartile includes the highest paid members of our workforce, and the lower quartile includes the lowest paid members of our workforce.

Within each group with the number of male and female staff is calculated, and this shows a consistent percentage of male and female employees in each quartile.

There is a slight decrease in the representation of female employees in the Upper Quartile in 2025 compared to 2024, when the proportion for Humankind and Richmond Fellowship was 72% and 72.3% respectively.



## Summary

In 2025/26 we focused on alignment and integration as a newly merged charity. Despite significant organisational change, retention has remained stable, supported by clearer roles, adjusted people practices and the launch of our enhanced Waythrough Offer, which included changed flexible working and additional wellbeing benefits.

We are now moving into our next strategy cycle (2026/27), refining our place based and trauma informed practice so it delivers the greatest impact for the people and communities we support. Recruitment and pay progression remain challenges, reflecting wider sector pressures, and we continue to prioritise fairness and transparency in our long-term approach to pay.

Our investment in culture and inclusion this year has adjusted psychological safety, colleague voice and our organisational approach to belonging. The merger has enabled us to streamline policies, strengthen governance and improve pay transparency across the combined organisation. Overall, we have changed our position as a unified organisation and supported planned growth in-year.

## Action Plan for 2026/27

During the 2026/27 financial year, Waythrough will be focusing on the following areas to look to further close our GPG and continue make the organisation more attractive to work for and improving the support we provide:

- **Talent & Succession Planning**
  - Introduce a consistent framework for identifying talent and progression pathways
  - Improve transparency and access to development opportunities
- **Pay & Competence Framework**
  - Develop and implement a clear, organisation wide competence framework
  - Define expectations at each level and support fair, consistent pay progression
- **Inclusion, Diversity & Belonging (IDB)**
  - Establish colleague led IDB networks to strengthen lived experience voice
  - Ensure networks are connected into leadership and influence decision making
- **Culture**
  - Continue embedding trauma informed practice and leadership behaviours
  - Strengthen mechanisms for colleague voice and engagement
- **Monitoring & Transparency**
  - Improve the quality of pay and workforce data
  - Regularly monitor pay equity trends and publish progress against actions

**We're specialists in mental health, alcohol, drugs and related areas.**

Our high quality, evidence-based services are designed around the needs of the people we serve.

To find out more, please scan this QR code



**[www.waythrough.org.uk](http://www.waythrough.org.uk)**