



2021 gender pay gap report

Our findings and actions

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Introduction

As an organisation, we are committed to inclusion and fairness. This is demonstrated in our [‘Shaping our Future’ organisational strategy](#), in which we commit to championing equality, diversity, and inclusion for the benefit of all.

Through our organisational values of innovation, compassion, accountability, respect, and excellence, we foster a culture of open dialogue and inclusive practices.

Our workforce is around 80% female, and this is consistent across the different parts of the organisation.

Like all employers with 250 or more employees, we are required by legislation to report on gender pay gap data in a consistent format, using employee pay data captured on 5 April each year.

Whilst gender pay gap reporting is an annual legislative requirement, it also gives us the opportunity to look at the key trends and share our diversity and inclusion plans for the year ahead with our colleagues and other key stakeholders.

This report sets out our gender pay gap as of 5 April 2021, along with our commitment to engaging with our colleagues and delivering on our diversity and inclusion plans, to ensure we continue to support our colleagues throughout their careers.



Our organisation

Mental Health Concern is a registered charity and Insight Healthcare (trading as Insight IAPT) is a not-for-profit organisation which is owned by Mental Health Concern.

Our policies and procedures are shared across the organization, and our colleagues are recruited to the same terms and conditions of employment, regardless of where they work.

Overall, we employed 760 people on the 5 April 2021, of whom approximately 80% are female. 334 colleagues were employed by Mental Health Concern and 426 by Insight Healthcare. The colleague count for Mental Health Concern also includes our support services (for example IT, finance, and HR).

Definitions

The following key terms are used in this report:

Gender pay gap	<p>The gender pay gap shows a high-level snapshot of pay, which shows the difference in the average pay between male and female colleagues across the workforce.</p> <p>It should not be confused with unequal pay, which deals with the pay differences between men and women who are doing the same job or work of equal value.</p>
Mean gender pay gap	<p>The difference between the mean hourly rate of pay of male full-pay relevant colleagues and that of female full-pay relevant colleagues.</p>
Median gender pay gap	<p>The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant colleagues.</p>

Quartile pay band

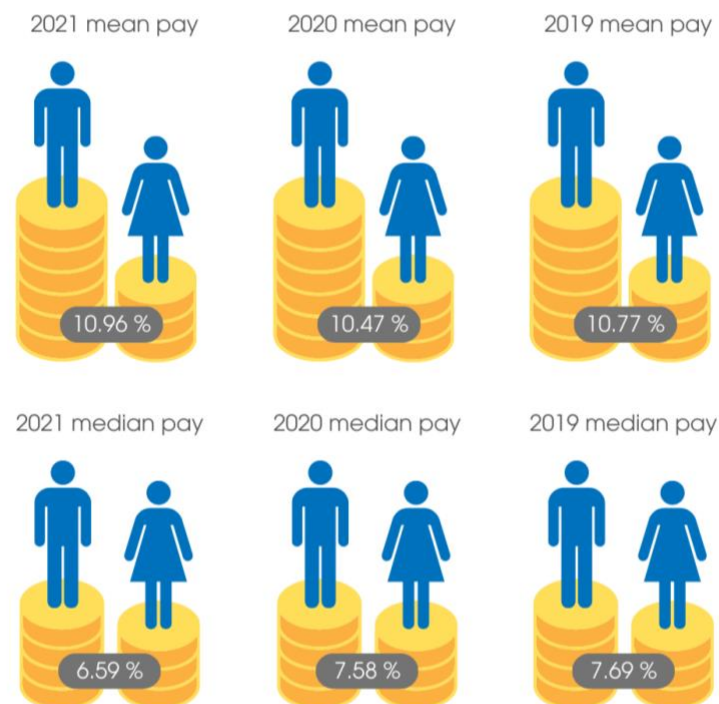
The proportion of male and female full-pay relevant colleagues in the lower, lower middle, upper middle, and upper quartile pay bands.

2021 results

Whole organisation

The combined results for Mental Health Concern and Insight Healthcare are shown below, compared to our 2020 and 2019 results.

Difference between men and women:



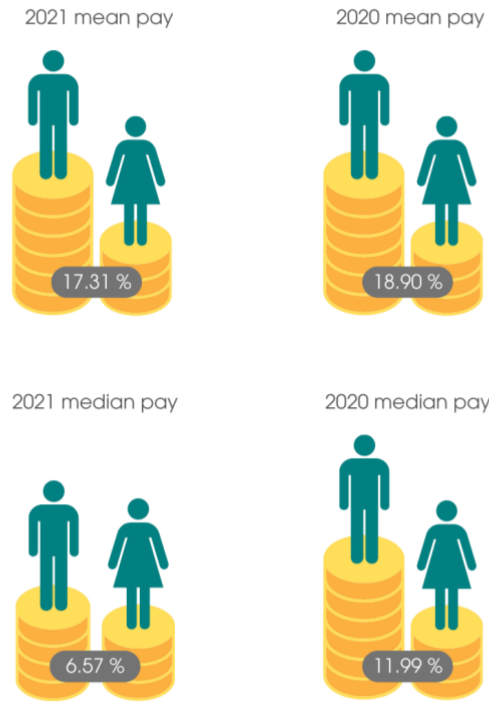
Whilst our mean gender pay gap has increased by 0.5% in the last year, our median gender pay gap has reduced by 1.1% in the last two years.

This follows a similar trend across other UK organisations, with the ONS Gender Pay Gap in the UK: 2021 report highlighting that among all employees, the median gender pay gap increased to 15.4% from 14.9% in 2020 but is still down from 17.4% in 2019.

The 2021 results are broken down for Mental Health Concern and Insight Healthcare individually below.

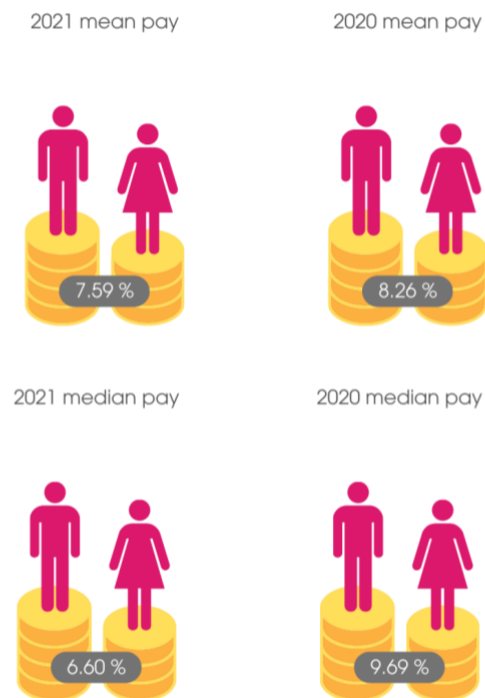
Mental Health Concern (including central support services)

Difference between men and women:



Insight Healthcare

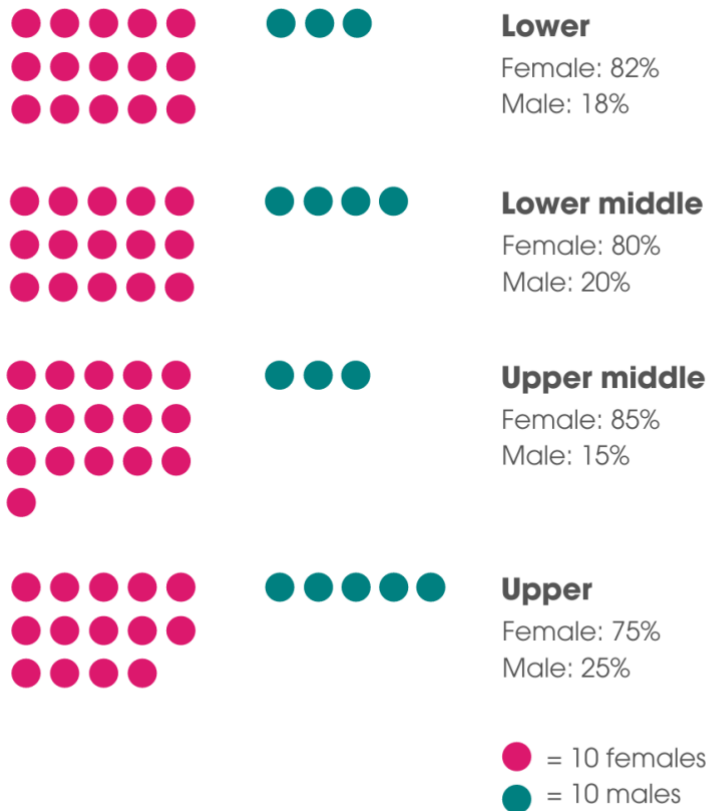
Difference between men and women:



Across both parts of the organisation, the mean gender pay gap has reduced slightly. However, our median gender pay gap has seen a reduction by over 5% in Mental Health Concern and 3% in Insight Healthcare. This is a positive step forward.

Quartiles

The following shows the male and female distribution per pay quartile for the whole organisation (figures displayed as a percentage).



The distribution of men and women within our pay quartiles has remained wholly unchanged since 2020. This is analysed further below for Mental Health Concern and Insight Healthcare, with comparison against 2020 and 2019 quartile distribution.

The breakdowns for Mental Health Concern and Insight Healthcare are shown below:

Mental Health Concern	Quartile			
	Lower	Lower middle	Upper middle	Upper
2021 female (%)	75	81	78	63
2020 female (%)	79	79	68	61
2019 female (%)	77	69	76	54

It is important to note that the proportion of females in the upper middle and upper quartile has increased since 2020 and in the case of the upper middle quartile the proportion of females has increased by 10%.

The female/male split within Mental Health Concern is 74% female, 26% male.

An increase in the proportion of females in the upper middle and upper quartiles can also be seen in Insight Healthcare. This is broadly in line with the gender split within Insight Healthcare, which is 86% female and 14% male.

Insight Healthcare	Quartile			
	Lower	Lower middle	Upper middle	Upper
2021 female (%)	89	88	85	80
2020 female (%)	87	90	84	79
2019 female (%)	93	92	91	77

Observations from our gender pay reporting

- Whilst a gender pay gap does exist, our mean gender pay gap of 10.96% sits below the ONS reported national average for 2021 of 15.4%.
- Our median gender pay gap has reduced in all parts of the organisation.
- The results show that, while our workforce is predominantly female, a greater proportion of men are represented towards the higher pay levels than in the lower pay ranges. However, this year's figures do show an increased proportion of females in the upper quartiles as compared to 2020.

Bonus payments

We do not operate a bonus scheme and therefore no employees receive a bonus payment.

Reducing the pay gap

As an organisation, diversity and inclusion is one of our key priorities and is incorporated specifically in our 'Shaping our Future' strategy. Our strategy states that, 'We will champion equality, diversity, and inclusion for the benefit of all'.

During 2021, we took the following actions:

- We were open and transparent with our colleagues regarding our gender pay gap and encouraged our colleagues, via our Colleague Forum and other communication channels, to contribute ideas to reduce our gender pay gap.
- We set up colleague network groups as part of our approach to equality, diversity, and inclusion. This includes an LGBTQ+ working group, which has explored various gender issues, such as sharing our personal pronouns.
- We implemented a new online recruitment system that allows for 'blind' recruitment by removing names and protected characteristics.
- We offered flexible and agile working to all, including home working and flexible working hours. This included changes to working practices for those affected by childcare issues and school closures during the pandemic, and we continue to recognise these ongoing pressures.
- We shared the stories of our colleagues and their career progression to raise awareness of and highlight the gender mix across all our roles.
- We signed up to the Great Place to Work programme and completed the colleague survey. This allowed us to see the colleague engagement outputs and feedback through a gender lens.

- We launched initiatives based on our workforce demographics, including a learning programme on the menopause (exploring the impact of the menopause on job confidence and career progression) and a pregnancy loss policy.



During 2022, we will undertake the following:

- Monitor diversity information through the recruitment stages, using our new recruitment technology. This will include reviewing the demographics of those who apply for our roles and are successful (including internal promotions) and exploring trends and potential barriers that people face. We will have a particular focus on trends regarding male applicants, internally and externally.
- Proactively focus on attracting men to work for the organisation, particularly into frontline roles. We will enhance our People Stories to include a range of underrepresented roles, such as men working in frontline care.
- Review and develop positive action statements in job adverts to encourage applications of underrepresented groups (i.e. male colleagues), to support a more even distribution of gender in our workforce population.
- Launch a leadership programme (followed by a future leaders programme) that is open and accessible to both male and female colleagues. This will be complemented by funded leadership apprenticeship qualifications.
- Continue to explore colleague engagement through the male and female lens, as part of our annual Great Place to Work surveying run each autumn.

- Broaden our apprenticeship offer through a new apprenticeship strategy, including for frontline roles, to diversify the profile of those we recruit.
- Explore positioning the organisation as a median-paying employer and encourage median salary negotiation by using circa salary amounts in job adverts.
- Review current policies on flexible working and update to enable day one requests for all colleagues, in line with the government consultation, and as part of the further development of our family-friendly, flexible working arrangements.

I can confirm that the information contained within this report is accurate as at the time of publication.

Sarah Dewar
Chief People Officer

