

Which?

Gender Pay Gap Report 2026 Which? Group

What is the Gender Pay Gap?

The gender pay gap is the difference in the pay between men and women across all colleagues. Unlike equal pay, which is equal pay for equal work, this looks at all our colleagues and takes an average result regardless of important factors such as job role or location.

- **Mean Pay Gap:** The mean gap is the difference in the simple average hourly pay for women compared to men, within Which?.
- **Median Pay Gap:** The median is the middle point of our population, between the highest and lowest hourly rate of pay. The gap is calculated by comparing the hourly wage midpoint of all male colleagues with that of females.

From April 2017 all UK companies with 250 colleagues or more have to report their Gender Pay Gap. This report covers the snapshot date of 5th April 2025.

We also voluntarily report on our ethnicity and disability pay gap. Although this is not a legal requirement to report, we believe this is important to ensure we are living up to our reward principles of being open, transparent and free from bias..

What's included in our calculation?

To calculate the hourly rate of pay we include colleagues:

- Base salary
- Any additional payments earned for that period, such as sales incentives, car allowance, on-call payments or acting-up allowances.

It will not include overtime or any one-off payments such as redundancy. It also excludes any colleagues who had reduced pay through family leave, such as maternity leave or sick leave.

The calculation has been conducted against the statutory requirements meaning a colleague's gender identity has not been taken into account. Gender for the purpose of the calculation is reflected in a binary way and is reported based on what would be stated on legal documents such as a passport or birth certificate. We understand that gender identity can be much more nuanced than this and our colleagues may not always identify with the gender that they were assigned at birth. We think it's important to recognise this, and although our gender pay gap calculations are not able to reflect gender identity under the current regulation, all our colleagues are able to identify their own gender within our "What makes you, you?" (WMYY) survey.

Our approach

Which? will be reporting our gender pay gap for the snapshot date of 5th April 2025 in line with other UK organisations.

At Which? we have robust remuneration principles, policy and procedures in place. We externally benchmark salaries against the relevant job and market to ensure our colleagues are being paid appropriately for the work that they do and in line with our reward principals. More information on these principles can be found [on our website](#).

1 Results from the Which? Group

The Consumers' Association is the parent of the Which? Group. It is established as a company limited by guarantee and a registered charity, and wholly owns the trading company Which? Limited. Which? Limited generates the income for the Group to enable it to provide its many products and services to, and deliver impact for and with, UK consumers.

Which? as an organisation consists of a charity - the Consumers' Association - and a commercial company owned by the charity - Which? Limited. Everything we do comes under the one trading name Which?, and everything Which? does delivers our group-wide purpose: to tackle consumer harm by making life simpler, fairer and safer for everyone.

Due to this organisational structure, colleagues are employed by either the Consumers' Association or Which? Limited dependent on where the majority of their work is undertaken. For those who have the Consumers Association as their employing entity, their roles include our free advice services, campaign teams and also our internal functions that support the entire group, such as the Finance, People and Group Legal teams.

Which? Limited is our commercial entity and all colleagues allocated here work within the commercial areas of our business. They support the whole Group to generate income to be able to fund our charitable purpose. This includes colleagues who work in, for example, Which? Legal Services and Which? Trusted Traders.

Although we are two separate employing entities, we are very much one organisation with one strategy and one leadership team. To our members, supporters and the general public, Which? is the UK's consumer champion. Therefore, we believe it is important that we report our gender pay gap figure for the group as a whole.

A Hourly Pay Gap

Our group gender pay gap shows on average men are paid 5.9% more than women. This represents a decrease from 8.91%. The median pay gap also decreased from 9.15% to 2.5% when compared to April 2024 and is below the national average of 12.8%.

	Which? Group		National average*
	Mean	Median	Mean
Hourly pay	5.9%	2.5%	12.8%

*Source ONS gender pay gap in the UK: 2025 based on both full-time and part-time employees.

At Which? we are confident that we have robust policies and procedures in place to ensure pay equity throughout our reward processes. Our gender pay gap continues to be influenced by recruitment to support our Product, Data and Technology division. When we exclude these teams from the data our pay gap becomes negative. Capability within the Technology sector is key for the Which? future success and forms part of our long-term strategy. We continue to observe the industry as a whole is male-dominated and salaries within the sector carry higher earning potential due to the high demand for these skills.

A diverse workforce and leadership are fundamental to our future equity, diversity and inclusion roadmap. Since the snapshot date, the makeup of our leadership team has changed, as the result of a vacancy, and we currently have a 6 /3 ratio in favour of women, which includes our female CEO. This may have the impact of closing the gender pay gap further.

B Bonus Pay Gap

Our bonus pay gap is -1.9%, which means the average bonus payment was 1.9% lower for men. At the snapshot date this would relate to bonus payments made for the 2023/24 financial year which were paid in October 2024.

	Which? Group	
	Mean	Median
Bonus gap	-1.9%	17.5%

The median bonus gap has increased when compared to the median pay gap of 12.51% reported in April 2024. The continuing pay gap is a result of the 2023 transition from a fixed rate structure to a performance-based variable rate scheme (the “annual award”), where payments are now a percentage of each employee’s salary. Although it has increased the bonus pay gap, the introduction of the annual award ensures all colleagues below the senior leader level can achieve a higher level of remuneration than under the previous scheme. In addition, the scheme ensures variable pay is more evenly distributed to lower-paid colleagues and forms part of our commitment to pay equity for these staff.

It should be noted that bonus pay gap calculations do not take into account any adjustments made to bonus payments, for example to account for part time working or periods of unpaid leave, which proportionately affects more women than men.

	Which? Group	
	Men	Women
Received a bonus	85.3%	86.5%

In comparison to our 2024 submission, slightly fewer men received a bonus than women, the rates for both genders have increased since the introduction of the annual award, from 78.27% of men and 80.49% of women. This included any annual personal or group-related bonus payments and specific job-related bonuses paid where applicable.

C Distribution of colleagues

The distribution of colleagues is calculated in quartiles, where each employee is ranked based on the hourly rate of pay and then they are split into four equally sized bands. The percentage of men vs women as a total of each band is then calculated.

	Quartile 1	Quartile 2	Quartile 3	Quartile 4
% Female	43.5%	59.6%	57.7%	48.7%
% Male	56.5%	40.4%	42.3%	51.3%

Women make up 52.5% of the overall population of colleagues at Which?. The biggest deviation away from this is seen in the upper quartile. This is due to the lower representation of women, at the snapshot date, in roles that attract higher salaries due to external market conditions such as in the technology sector.

2 Results from our entities

Although we operate as one organisation, we are required to report our gap against each separate entity. The results for both entities are set out below:

A Consumers' Association

	Mean	Median		Men	Women
Hourly pay gap	-9.1%	-4.8%	Receiving a bonus	80.6%	85.6%
Bonus pay gap	-31.5%	5.8%			

(A negative number means a pay gap in favour of women)

	Quartile 1	Quartile 2	Quartile 3	Quartile 4
% Female	66.2%	59.7%	55.2%	56.5%
% Male	33.9%	40.3%	44.8%	43.5%

In April 2025 there were nine members who made up the leadership team of Which?. Five of these sat within the Consumers' Association entity and four of them were women. This is a significant factor in driving the favourable gap in both hourly and bonus pay towards women and the unequal representation of women in the upper quartile.

B Which? Limited

	Mean	Median		Men	Women
Hourly pay gap	15.6%	10.0%	Receiving a bonus	87.9%	87.4%
Bonus pay gap	5.6%	2.5%			

	Quartile 1	Quartile 2	Quartile 3	Quartile 4
% Female	29.2%	57.8%	56.7%	43.3%
% Male	70.8%	42.2%	43.3%	56.7%

As with the Consumers' Association, the representation of the senior leaders impacts on our reported figures for Which? Limited. At the snapshot date there were significantly more men in leadership positions, and this has therefore been a significant factor driving the bonus and hourly pay gap for Which? Limited in favour of men.

Most of our employees who work within traditionally male-dominated sectors such as commercial and technology are employed by Which? Limited.

3 Ethnicity Pay Gap Results from Which? Group

Our ethnicity pay gap calculation used the same methodology as the gender pay gap and we used the results from our “What makes you, you?” survey to understand our employee population from underrepresented ethnicities. The survey is not compulsory and the response rate at the snapshot date was 82%.

Employees are able to select variations of the following options to represent their ethnic group:

- Black (underrepresented ethnicity)
- Asian (underrepresented ethnicity)
- Mixed (underrepresented ethnicity)
- Another (underrepresented ethnicity)
- White (overrepresented ethnicity)
- Prefer not to say

Our ethnicity pay gap compares the hourly wage of employees from an underrepresented ethnic group against colleagues who have selected an overrepresented ethnicity group at the snapshot date of April 5th 2025.

A Hourly pay gap

At the snapshot date our ethnicity pay gap was 3.46%, meaning those from underrepresented ethnicities were paid 3.46% less than colleagues who reported as being from an overrepresented ethnicity

	Mean	Median	National Average (median)
Hourly pay gap	3.5%	-3.4%	19.0%

The pay gap has increased when compared to the -1.2% reported in April 2024. This is mainly driven by our equality, diversity and inclusion action plan activities to increase representation. There is a greater opportunity to influence this in more junior roles, where there are a greater number of vacancies. The impact on our pay gap was anticipated and is expected to continue in the short-medium term.

B Distribution of colleagues

Which? Group	5 April 2023			
	Q1 (upper)	Q2	Q3	Q4 (lower)
Underrepresented	16.1%	18.7%	14.8%	16.0%
Not Specified	9.0%	8.4%	11.0%	21.8%
Prefer Not to Say	2.6%	2.6%	2.6%	0.6%
Overrepresented	72.3%	70.3%	71.6%	61.5%

At the snapshot date 16.4% of employees described themselves as being in an underrepresented ethnic group. The biggest proportion of colleagues from an underrepresented ethnic background is in the upper middle quartile at 18.7%. There has been a significant increase in the proportion of colleagues in the lower quartile at 16%, increasing from 8.07% in April 2024, corresponding to our action plan to increase representation (as noted above, most vacancy opportunities are at junior-mid level roles), which is driving the change in pay gap reporting year on year.

4 Disability Pay Gap

Our disability pay calculation used the same methodology as the gender pay gap and we used the results from our “What makes you, you?” survey to understand our employee population who report as having a disability. This information enables us to compare the difference in pay between employees who have reported having a disability versus employees who have reported as having no disability. For Which? disability includes physical disability, mental disability and long-term conditions such as neurodivergence (e.g. ADHD, autism, dyslexia or dyspraxia).

A Mean and Median Pay Gaps

Which? Group	Mean	Median	National Average (median)
Hourly pay	14.8%	22.2%	15.5%

*Source: TUC 2025 disability pay gap analysis

B Distribution of Colleagues within quartiles

Which? Group	5 April 2023			
	Q1 (upper)	Q2	Q3	Q4 (lower)
Disability Reported	18.1%	18.1%	20.0%	30.1%
Not Specified	15.5%	23.2%	25.8%	30.8%
Prefer not to say	3.9%	5.2%	4.5%	5.1%
No Disability	62.6%	53.5%	49.7%	34.0%

At the snapshot date 21.6% of employees described themselves as having a disability. Our disability pay gap shows on average colleagues with a disability earn less than colleagues who report as having no disability.

The main driver of the disability pay gap is the proportionally higher representation in the lower quartile, which has increased when compared to April 2024. This increase may be a result of Which?’s Disability Confident Leader status, as more junior roles, which tend to be in the lower quartiles, often have higher vacancy rates.

C Considerations when reviewing EDI pay gap data

When reviewing the analysis for pay gaps based on EDI data it is important to consider the following:

- We do not have a high proportion of employees who report as having an underrepresented ethnicity or as having a disability; therefore, the number of employees within these groups is significantly less than the number of employees in overrepresented categories.
- We are comparing data only where employee information is known. At the snapshot date, 24% of employees had not responded to the WMYE survey question on disability and 13% on the question regarding ethnicity. In both cases representation of these employees is most prominent in the lowest quartile (Q4).

5 Where we are ... and our Future Strategy

In recent years, we have been externally recognised for our commitment to EDI and last year we were proud to reach our goal for improving representation of colleagues with disabilities. But there is still a lot of work to do and we have in place a robust EDI plan and strategy to keep us focused on our commitments to;

1 Create an organisation that is reflective of the consumers we're here to support

- Increase representation across all levels within areas of focus by; monitoring recruitment, growth and retention data and taking action.

2 Have an equitable and inclusive culture where everyone can thrive

- Level the playing field by putting in place support or adjustments for colleagues. Monitor for gaps in experience and take action to create a more inclusive culture.

3 Continue to build EDI confidence and empower colleagues to take action

- Maintain a regular drumbeat of communications and training to equip all colleagues.

4 Have consciously inclusive people policies and processes, pay and benefits that are free from bias and buildings that work for everyone

- When identified, make improvements and adjustments. Publish pay gap reporting, complete an annual equal pay audit and make necessary adjustments. Challenge bias within processes.

In addition, we provide support to managers to debias decision-making; and conduct regular data monitoring across all aspects of an employee's career journey with Which? to reduce the risk of bias and track our progress against our EDI objectives, as an example some of the areas we are monitoring include:

- Representation comparison to the UK working population
- Representation information by divisions, locations and levels.
- Recruitment funnel data (from attraction, to shortlisting to hiring)
- Equal pay audit
- Inclusion scores

Our Networks

We operate active employee networks to ensure we hear a wide range of employee voices, this includes:

- our Mosaic Network, which provides a supportive social space for ethnic minority colleagues
- our Disability, Accessibility and Neurodiversity Network who provides a supportive space for our colleagues with disabilities and neurodiverse conditions with an aim to provide a better and positive understanding of disability in the workplace.

We also have the following support groups:

- our Parents group, a key outlet for colleagues with families where they can share concerns, resources and seek advice from each other
- a Menopause internal support network by and for women at Which? who are going through the perimenopause and menopause
- our Wellbeing Champions, who will drive forward change and help to embed our promise to help you feel good by instigating initiatives to improve wellbeing
- our LGBTQ+ group, a place for all LGBTQ+ colleagues and allies of the community to come together, connect and support each other

Which? Ethnicity & Diversity

We recognise that there is still room for improvement to increase overall representation of underrepresented ethnic groups within our organisation and are actively taking steps to address this over the short, medium and long term.

We have an ethnicity equity action plan where there is particular focus to support development and analyse recruitment data.

Our Apprentices Scheme

We have an established apprenticeship programme which aims to increase the opportunities for all backgrounds to pursue a career at Which?.

We also offer a insight days, work experience and paid internships each year.

Which? Gender

The main focus of our gender action plan is to continue to review and monitor the robust processes we have in place that support gender equity across Which?. Activities we have in place include;

- reviewing job descriptions and associated adverts to ensure gender-neutral terminology is used
- advertising salary ranges to increase transparency
- offering an enhanced range of family friendly benefits for birthing and non-birthing parents that recognise childcare as a shared responsibility
- supportive flexible working policy, where flexibility is role modelled at a senior level
- annual equal pay audits to ensure all salary decisions are free from bias
- use of our internal event spaces to support external Women in Product network events, raising the profile of women in traditionally male dominated industries

Which? Disability

We are a Disability Confident Leader, which will enable us to draw from the widest possible pool of talent, and secure, retain and develop disabled staff at Which?. By committing to this benchmark we can show disabled people that we are committed to:

- ensuring our recruitment process is inclusive and barrier-free
- communicating and promoting vacancies
- offering an interview to disabled people who meet the minimum criteria for the role
- providing reasonable adjustments
- supporting any existing employee who acquires a disability or long-term health condition, enabling them to stay in work
- reporting on disability, mental health and wellbeing data

Increasing the WMYY completion rates is key to increasing the accuracy of this data so that we can continue to develop our solutions to support disabled staff.

In terms of closing the gap, we've opened up opportunities to disabled colleagues to be paired with a mentor from a senior management role to support internal development.

We care

What we do matters. We always work hard on consumers' behalf, supporting each other and the organisation to do the right thing.

We make it happen

We drive change. We know what we want to achieve, take ownership, are always proactive, and follow through on our promises.

We're connected

We're in it together. We're connected to our audiences, the outside world, and each other - combining our expertise to deliver the best solutions.

We're brave

We embrace challenge. We put consumers first and aren't scared to go against the grain or push ourselves further to help them.