RehabGroup

Investing in People, Changing Perspectives

Gender Pay Gap Report 2026

Equality of opportunity.
Progress in practice.



PEOPLE AND CULTURE · REHAB GROUP



A MESSAGE FROM OUR CEO

Equality starts with how we treat our own people.

Laura Keane

Chief Executive Officer,
Rehab Group

At Rehab Group, inclusion is at the heart of who we are. Every day, we support people to live lives of their choosing, and I believe the same principles of opportunity, respect and inclusion must be reflected in the experience of our own employees.

That is why I am pleased to share our 2026 Gender Pay Gap Report.

This year, our gender pay gap remains very small and close to neutral. Our mean gender pay gap is -0.3% and our median gap is -0.6%, meaning that female employees earn marginally more than male employees on both measures.

That is a positive position – but the numbers are only part of the story.

For me, equality is also about opportunity. It is about who joins us, who progresses, who has the opportunity to lead and whether our employees feel they can build and develop their careers with Rehab Group.

Over the past year, we have continued to strengthen that wider picture through more inclusive recruitment and greater pay transparency, leadership and management development, mentoring, our Women's Network and our wider employee voice and inclusion work.

And we will keep going.

Our focus now is on building on that progress: strengthening pathways into leadership, expanding development and mentoring opportunities, increasing awareness of flexible and family-friendly supports, and continuing to embed inclusion through our Inclusion in Action agenda.

As CEO, I want Rehab Group to be a place where people feel valued for the contribution they make and where everyone has the opportunity to develop, progress and succeed. Our gender pay gap reflects a strong and balanced position. Our continued focus is on ensuring that equality of opportunity and inclusion are part of the everyday experience of our people.

OUR 2026 GENDER PAY PICTURE

A gender pay gap close to zero

MEAN PAY GAP

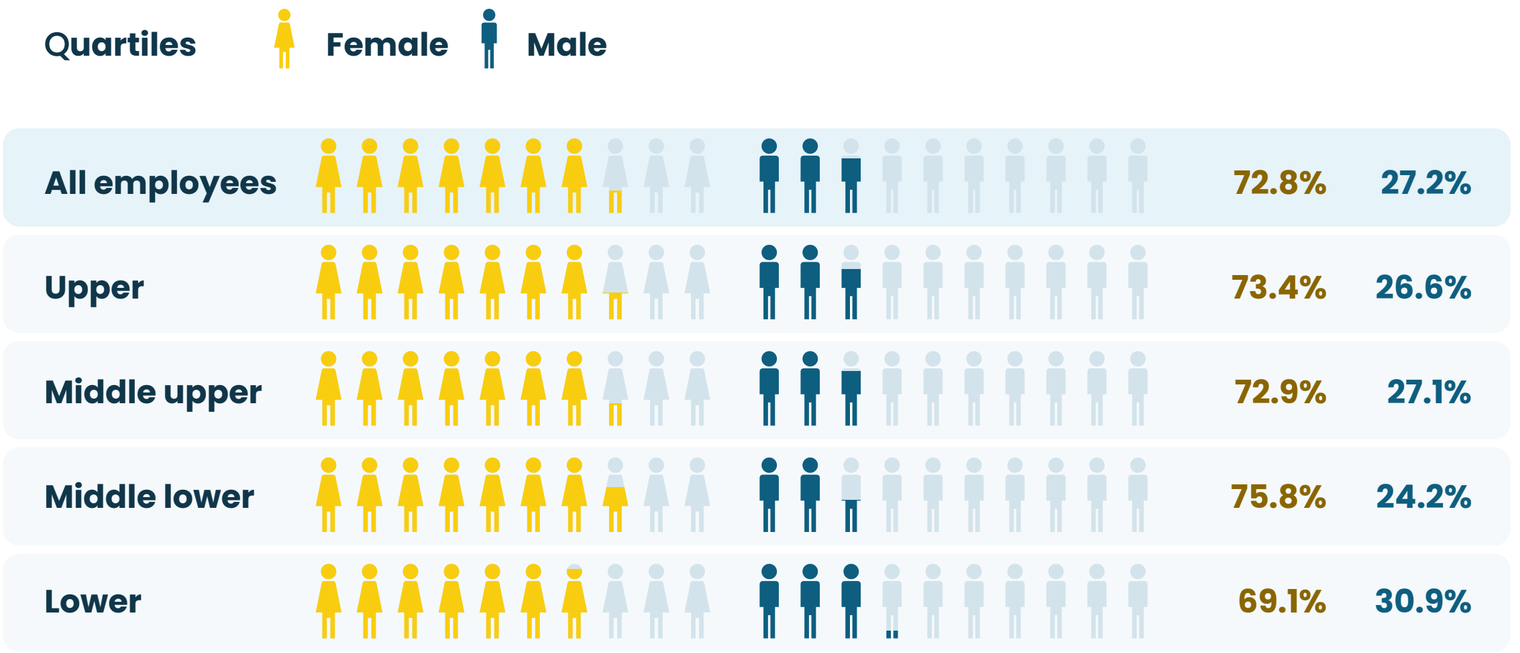
-0.3%

2025: -1.5%

MEDIAN PAY GAP

-0.6%

2025: -3.1%



Our analysis indicates that working patterns, occupational mix and tenure contribute to the differences seen in our gender pay data.

What this tells us: both measures moved closer to zero, and female employees earn marginally more on both. Female representation is broadly distributed across all four pay quartiles and reflects our overall workforce. Quartiles show pay distribution – on their own, they do not measure progression or access to leadership.

UNDERSTANDING THE PICTURE

Working patterns and other measures

Female Male

PART-TIME WORK

Part-Time pay gap
Mean -2.7%
Median -1.7%

Female 62.3%



Male 52.8%



Part-time work is higher among female employees, reflecting the nature of the care sector and our support for flexible working.

TEMPORARY CONTRACTS

Temporary pay gap
Mean -3.1%
Median -4.2%

Female 17.1%



Male 18.6%



Temporary contracts make up 20% of all roles; many are relief posts, early on increment scales.

BENEFIT IN KIND

Female 0.6%

Male 2.2%

Benefit in kind relates to company-provided vehicles. Proportions are consistent with 2025.

BONUS PAYMENTS

Female 0%

Male 0.7%



These are payable to a small number of employees based on commercial activity within our Social Enterprises and Employability Division. Eligible recipients of bonus, 100% male

MORE THAN THE NUMBERS

Our people, our progress

The gender pay gap tells us where we are. Employee experience tells us where we need to keep going.



Investors in Diversity Silver

Achieving Silver Accreditation from the Irish Centre for Diversity recognises the progress we have made while highlighting the work still to do.

Development, mentoring and WIDE Leaders

Leadership and management development continued alongside the Women's Mentoring Programme and participation in WIDE Leaders.

Turning funding into pay

Work to secure and implement WRC-funded pay increases enabled meaningful improvements in pay for eligible employees.

Employee voice and inclusive recruitment

D&I Survey insight informed action, while recruitment processes and salary-band transparency strengthened the employee and candidate experience.

Building development pathways

Women continued to participate strongly in leadership and manager development, alongside mentoring and internal development opportunities.

Recognised externally in 2026

Our work was recognised with HR Champion Awards for Talent Acquisition and Health & Wellbeing, alongside an EASPD Innovation Award for our approach to employee retention and wellbeing.



MOVING FORWARD TOGETHER

Moments that matter

Building on progress through inclusion, development, flexible working and targeted action.

Broaden who sees a future with Rehab

Use workforce insight to understand gender under-representation and strengthen inclusive attraction, employer brand, imagery, language and candidate experience.

Create opportunity to develop and progress

Build on leadership development and mentoring through stronger career conversations, development pathways, internal opportunities and progression insight.

Support careers through working life

Build on the policies and supports strengthened in 2026 by focusing on flexibility, family and caring responsibilities, life-stage supports and continued opportunity to develop.

Keep careers moving after extended leave

Develop a more connected return experience with manager conversations, career and development check-ins, flexibility, wellbeing and employee storytelling.

OUR COMMITMENT

Measuring progress in 2027

Targeted action to strengthen inclusion, accessibility, development and opportunity.

01	**Representation**	Gender representation across the workforce, pay quartiles, management and leadership.
02	**Recruitment**	Applicant, shortlist and appointment patterns, particularly where one gender is under-represented.
03	**Progression**	Movement and progression across roles, levels and leadership pathways.
04	**Development**	Participation in mentoring, leadership and manager development opportunities.
05	**Retention**	Patterns in retention and employee experience, including key career and life-stage moments.



We confirm that the published gender pay gap information is accurate and meets the requirements of the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2022.

The reporting snapshot date for this report was 03rd June 2026 and includes all employees who fell within the reporting requirements under the Gender Pay Gap Information Act. The reporting deadline is 03rd November 2026. The reporting period is 04 June 2025 to 03 June 2026.