



Our people

2023



Toynbee Hall

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Introduction

Toynbee Hall was founded in 1884 with the goal of creating a fairer society.

Our story is one of pioneering new solutions to poverty and injustice, working within our community, using what we learn to influence opinion and change systems and policy. In 2023, despite more than a century of economic growth and social change, the communities around us in East London still face poverty and injustice; amplified by COVID-19 and the cost-of-living crisis. Our purpose, to build a fairer future, is even more relevant today.

However, our approach has changed. We know that the solutions we seek need to be built with those who have lived experience of the issues. The path to a fairer future must include people from all parts of society, from all backgrounds; so that the key drivers of social and economic change reflect the real experiences of exclusion and structural inequality.

A fairer future should start with Toynbee Hall – as a service provider, a community space, a place of innovation and social justice, and as an employer.

This report is the second Our People report we have published. Since 2021 when the first report was shared, the organisation has seen significant change and faced increased demand for support as the cost-of-living crisis took hold.

The report shows we have a diverse team, drawn from a very wide range of backgrounds and bringing to their work a breadth of experience, talent, knowledge and skills. However, the data makes it clear that we have more work to do; not least in representation of people from Black, Asian and Minority Ethnic backgrounds or who are of dual heritage at the most senior levels of the organisation.

We are publishing the report because we want to be transparent, and we want to be held to account. We are placing our commitment to inclusion and fairness at the centre of our work and our organisation through the ambitions and priorities our new strategic plan. That document sets our commitments to embed our approach to diversity, inclusion, equity within our activities and our organisation and furthering our commitment to becoming anti-racist. As well as within our organisation this commitment.

The strategic plan also sets out the work we will do to develop a new People strategy which reflects our approach to fairness, inclusion and equity and takes forward key initiatives such as a review our approach to pay and benefits. Our aim is that colleagues feel included and experience the value the organisation places on equity and fairness from recruitment through to leaving.



About the data

This report is a snapshot, showing data collected at the start of the current financial year on 3 April 2023. This updates a report we first published in 2021 (based on data from the summer of 2020). Where the data we are reporting is not comparable (as we have changed how we collect information and categorise it or we did not collect it in 2020) we will make that clear.

Through a series of tables we have broken down information about our staff team showing how our team is made up by gender and ethnicity, and information on disability and sexual orientation. We also include data on salaries, although these are grouped so that as far as possible individual pay rates can't be identified.

After the tables we include some wider commentary about the context for our team and organisation, our intention as an organisation, and our priorities to ensure we are the organisation we aspire to be.

That aspiration includes reflecting the diversity of the communities we work with, demonstrating fairness as an employer; and taking advantage of the huge benefits that a diverse workforce will give us.

Terminology

In 2021 our report used the term 'BAME' (Black and Minority ethnic) as a heading for the data about members of our team from ethnic groups that are not white. We acknowledged in that report that some people use other terminology and that not everyone likes the term BAME.

Since our report in 2021 many organisations have moved away from the term BAME completely including the UK Government in their data reports, ([Writing about ethnicity - GOV.UK \(ethnicity-facts-figures.service.gov.uk\)](https://www.gov.uk/government/collections/writing-about-ethnicity)). In this report we have continued to use BAME because we have not yet engaged with our team about

their preference of other terminology. This will be included in the work we do in 2024.

Staff – by staff we are referring to anyone who is employed by Toynbee Hall on a permanent or fixed term contract as at the reporting date. The data in this report is from a reporting date of 3 April 2023.

The data – throughout this report we have rounded any percentages up or down to the nearest whole number.

Key data

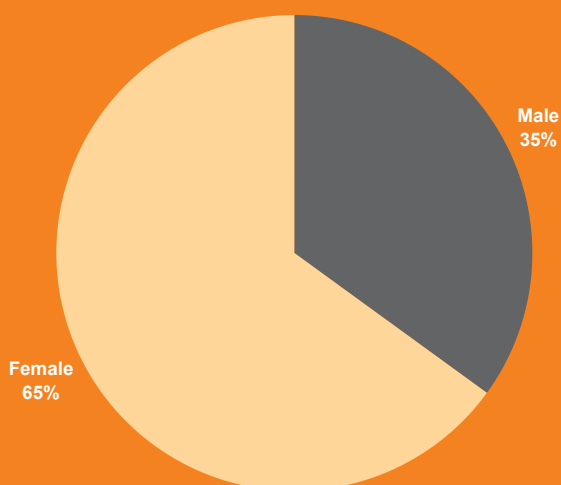
On 3 April 2023, we had 79 members of staff. Our Board was made up of ten Trustees.

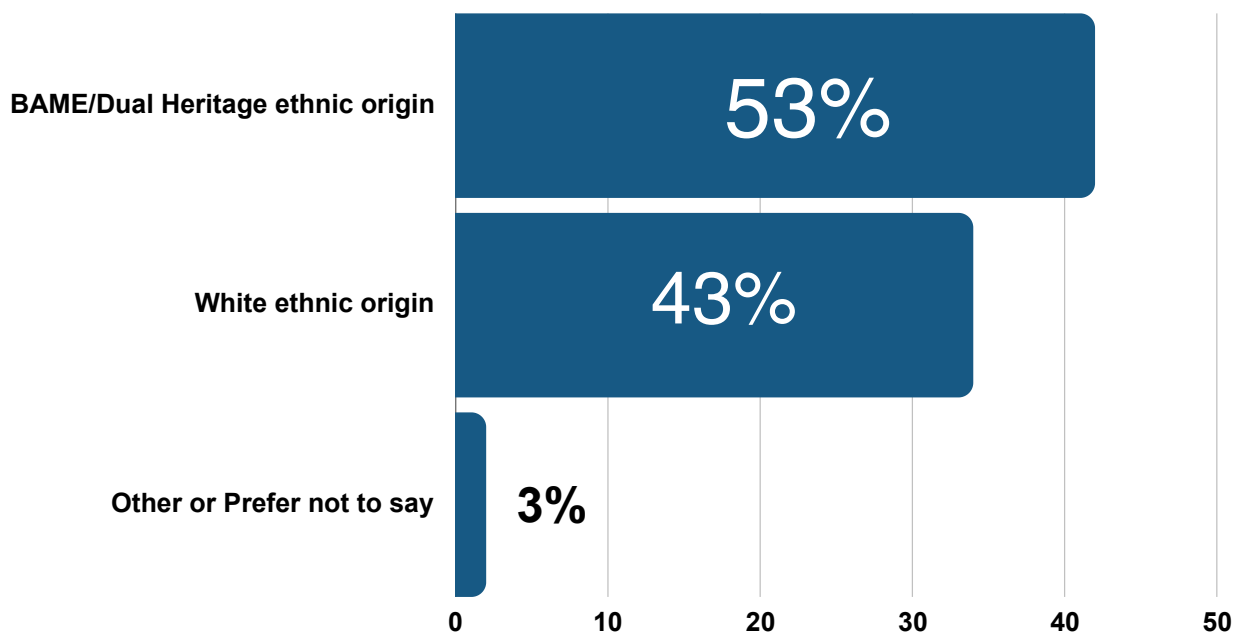


In summer of 2020, we had 87 staff members and 13 Trustees.

Our People

Trustees	10
Senior Management Team	6
Managers	20
other staff	53





A full breakdown of our staff by their ethnic background can be found later in this report.

Trustees

Our trustees

At Trustee Board level we reported in 2021 that we had undergone two rounds of recruitment for new Trustees in 2019 and 2020, to add to our Board, replace Trustees whose terms were ending, and to recruit more Trustees representative of the local community. As a result we now have more Trustees who have a connection to the local community; more women; and more Trustees from BAME backgrounds.

In 2022 we recruited a new Chair of Trustees and a new Board member joined at the same time. We plan to recruit further Board members during 2023.

In April 2023 our Trustees were:

- Stephen Burns
- Husna Mortuza
- Maysam Rizvi
- Tahera Rouf
- Muna Yassin
- Sam Thomas
- Alli Hussein
- Laura Ratling
- Dee O'Connell
- Gemma Woznicki



Senior Management Team (SMT)

During 2022/23 the CEO and both other members of the Executive team moved on.

These changes led to a decision to reduce the management structure of the organisation which previously had both an Executive Team and a Senior Management Team.

We now have a Senior Management Team made up of the CEO, two Directors (Director of Finance and Director of Advice services) and four Heads. On 3 April 2023 the Head of Fundraising role was vacant.

Gender	Ethnicity
4 female	4 white
2 Male	2 BAME

Managers

At 3 April 2023 we had 20 colleagues who have management responsibility but are not members of the Senior Management Team. The roles included in this are varied and would include our Trust and Grants Fundraising Manager, Advice Managers and Research Manager, Head of Compliance, Head of Impact and Strategy, Head of Direct Delivery at DFA. Our definition of ‘management responsibility’ is broad – including project managers, and other roles, some without formal line management responsibility. But all are deemed to have a level of responsibility and complexity within our organisational framework. This group therefore includes both those who manage a function or team and also those who manage a ‘portfolio’ of teams.

Managers	Ethnicity
10 (50%)	BAME / Dual Heritage Ethnic origin
8 (40%)	White
2 (10%)	Other / Prefer not to say

This is consistent with the position in 2021 when there were 23 Manager roles and 12 of them were held by people from a BAME background

Gender Of these 20 managers
16 (80%) female
4 (20%) male

In 2021, 13 (56%) were women. In 2023, 16 (80%) are women.

Senior Management and management

Across all of those with management responsibility (including SMT) of 26 colleagues

SMT and Managers	Ethnicity
12 (46%)	BAME / Dual Heritage Ethnic origin
12 (46%)	White
2 (8%)	Other / Prefer not to say

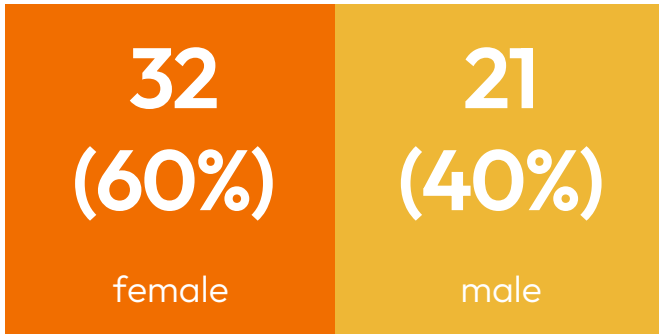
Gender
20 (77%) female
6 (23%) male



Our wider team

This is made up of 53 colleagues.

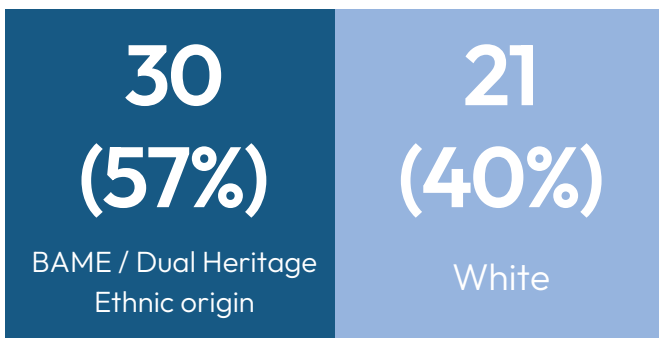
Gender



In 2021, 31 (72%) were women .

1 (2%) self-identified as 'other' or prefer not to say.

Ethnicity



In 2021, 19 (44%) were from BAME backgrounds.



Other characteristics of our staff team

We collect data on disability, sexual orientation, and other protected characteristics of our staff. In many cases these characteristics are not immediately visible or obvious. Staff have the choice to provide this information to us. Below you will find a breakdown of our staff team by various demographics (79 staff members).

Ethnicity

We collect data on what staff tell us about their ethnicity. This data is not broken down by grade but gives some more definition to the characteristics of 'white' and 'BAME' used elsewhere in our data. In terms of our comparisons to the local area, [The 2021 Census](#) showed that 60.9% of Tower Hamlets is non-white.

Ethnic origin	
Asian: Bangladeshi	10
Asian: Chinese	2
Asian: Indian	1
Asian: Other	4
Asian: Pakistani	5
Black: African	10
Black: Caribbean	5
Black: Other	1
Dual Heritage: Other	2
Dual Heritage: White And African	1
Dual Heritage: White And Asian	1
Other	2
Prefer not to say	1
White British	12
White English	9
White Irish	2
White: Other	6
White: Scottish	1
White: Welsh	1

Disability/Health condition

Disability/Health condition	
Yes	16 (20%)
No	46 (58%)
Prefer not to say	17 (22%)

Sexual orientation

Sexual orientation	
Heterosexual	51
Gay man	1
Gay women/lesbian	2
Bisexual	1
Prefer not to say	24

Reward

It is very important that we reward our staff fairly, in terms of their roles and responsibilities, and ensure that we are also being fair in terms of pay in relation to gender and ethnicity and other characteristics across grades.

In 2024 a piece of work will be started to review our approach to reward, job evaluation, salary benchmarking and salary structure. This will involve the review of our approach, the development of a transparent policy on pay / remuneration and the development of a job evaluation framework. Our union and colleagues will be consulted in this process. The drivers for this are fairness and transparency.

Senior Management Salaries

On 3 April 2023 members of the Senior Management Team were paid a median average of £70,000 per annum. (note Head of Fundraising was not in post) based on full time equivalent salaries.

On 3 April 2023 the CEO salary was £100,000 per annum.

Our ratio of Chief Executive pay to pay of the lowest member for staff is around 4.5:1. We publish information on our executive salaries and pensions each year in our Annual Report and Accounts.

Salaries

The table below highlights key data on salaries for all staff within Toynbee Hall. We have used percentages so as not to give details of individual salaries. All salaries shown are based on full time equivalent.

Median Average	Median Average male	Median Average white male	Median Average BAME/ dual heritage male	Median Average female	Median Average white female	Median Average BAME/ dual heritage female
£33,000	£32,032	£33,466	£31,725	£33,000	£34,134	£33,000
% difference	-2.97%	1.40%	-3.94%	0.00%	3.38%	0.00%

This chart is based on data as at 3 April 2023. Since then some salaries have changed based on a cost of living payment made in November 2023 backdated to July 2023.

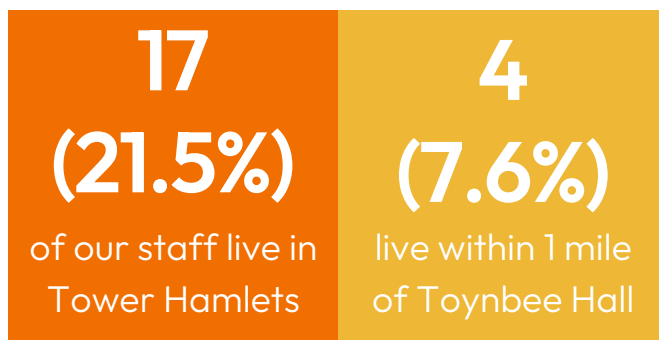
We continue to be committed to be a London living wage employer.

Where our staff live

In 2021 we set out an aim to be more proactive about recruiting from our local community.

As of 3 April 2023, 17 of our staff team (21.5%) live in Tower Hamlets. We want to maintain this number and ideally work to increase the number of appointments we make with people who live in Tower Hamlets.

We encourage flexible working and lots of our roles work some of the time at home as well as in the office. This means that we can also attract some employees who live further afield.



Using this data

As set out in the updated strategic plan one of our main focus areas for 2024/2025 is our people.

A new People strategy will be launched that will reflect our approach to fairness and equity. It should also show how we plan to enable and support staff through training, development opportunities and good internal communications.

Key areas of focus over the length of the strategy will be:

- Ensuring our approach to equity, diversity and inclusion is reflected across our People policies such as recruitment.
- Supporting staff well-being
- Reviewing and updating our approach to remuneration (pay), T&Cs
- Training, development and progression
- Ensuring colleagues know how they can have their say and are informed about what is happening across the organisation

We will be able to use the data included in this Our People Report to inform our People and EDI strategies. The data will help us to see where we need to improve and where there are groups who are currently under represented both in our staff group overall and within management.

Our review of our approach to remuneration should set out clearly how we plan to reduce the gaps in pay between groups within the organisation e.g. based on gender and ethnicity.





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Toynbee Hall

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