



# Our People

## 2025



Toynbee  
Hall  
For a fairer future

# Introduction

We have published data about our staff team since 2020 as part of our commitment to transparency, accountability and continuous improvement. As an organisation working to tackle poverty and inequality, we believe it is essential to be open about who we are as an employer, how power and opportunity are distributed within our organisation, and where we need to do better.

This Our People Report 2025 provides a snapshot of Toynbee Hall's workforce and Trustees at the start of the 2025–26 financial year and sets out where we are on our journey towards greater fairness, inclusion and equity. Building on previous iterations of this report, we aim to reflect honestly on our progress and areas for improvement – particularly in representation, pay equity, and pathways to leadership. We also recognise that as a charity committed to shifting power and reducing inequality, the composition and experience of our own team matters deeply to how effectively we can serve our communities.

Publishing this information is not an end in itself. The purpose of this report is to support honest reflection, inform action, and provide a basis for accountability. It helps us to identify where progress has been made, where disparities remain, and where our policies, practices and leadership need to change.

The report also sits alongside significant organisational work underway during 2024 and 2025, including changes to our senior leadership structure, the implementation of a job evaluation framework, and the ongoing Total Reward project. Together, these form the foundation for a renewed People Strategy, which will set out how we intend to embed equity, inclusion, wellbeing and development across the organisation in the years ahead.

We publish this report in the spirit of openness and learning. While not all gaps or challenges can be addressed immediately, we are committed to using this data to guide decision-making, track improvement over time, and remain accountable for the kind of organisation we are striving to be.



# About the data

This report is a snapshot, showing data collected at the start of the current financial year on 1 April 2025. This updates a report we first published in 2021 (based on data from the summer of 2020) and then further versions in 2023 (based on 3 April 2023 data) and 2024 (based on 1 April 2024 data).

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.

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 1 April 2025.

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



# Team size

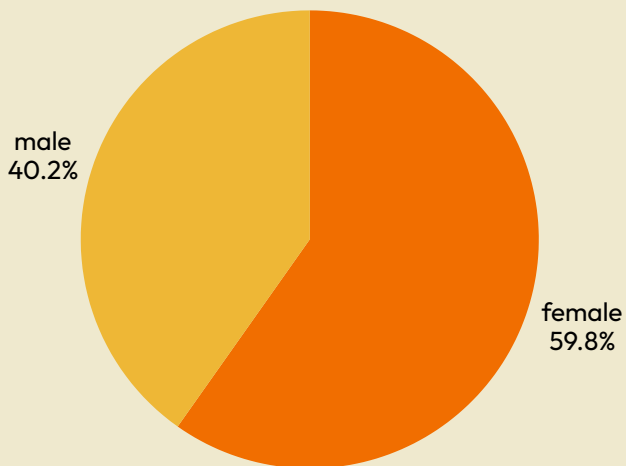
On 1 April 2025 we had 92 members of staff. Our Board was made up of 8 Trustees.



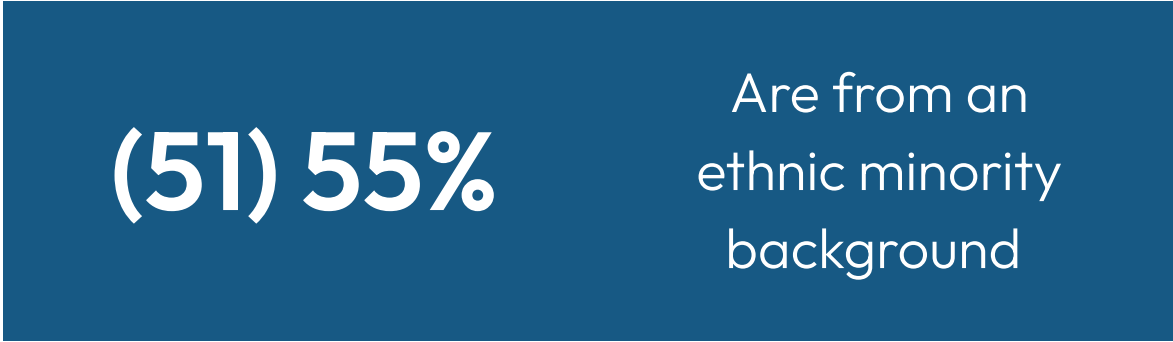
In April 2024 we had 84 members of staff. Our Board was made up of 8 Trustees.

## Our people

Trustees	8
Senior management team	5
Managers	20
Other staff	66
Trainees	1



Based on 84 employees:



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



# Trustees

Demographic data for our Trustees was collected in the autumn of 2025, an overview of that data can be found below.

## Gender

4 Female

4 Male

## Disability

Of our eight trustees, none consider themselves to have a disability or health condition

## Ethnicity

Of these Trustees 6 (75%) are from minority ethnic groups

## Sexual orientation

Of our 8 Trustees, the below outlines how they describe their sexual orientation

- Heterosexual – 7
- Gay – 1

## Age range

17 – 24 0

25 – 34 1

35 – 49 3

50 – 65+ 4

## Religious background

No religion or belief 2

Christian 5

Buddhist 1

## Socio-economic background

See below for a further description as to how we collect this information

Professional or 'higher' socio-economic background 3

Intermediate background 4

Working class or 'lower' socio-economic background 1

# Senior management team (SMT)

During 2024/2025 there were some changes to the Senior Management Team. The Director of Finance retired and the Head of Commercial and Operations moved onto a new organisation. In light of these moves a new SMT structure was designed, and a fixed term contract post of Chief Operating Officer (COO) was created.

Since 1 April 2025 the Head of People resigned and a replacement is being recruited, the post will report into the COO. The Senior Management team is made up of the CEO, COO, one Director (Director Advice Services) and three Heads. As at 1 April 2025;

## Gender

4 Female

1 Male

## Age range

17 – 24 0

25 – 34 0

35 – 49 4

50 – 64 1

65+ 0

## Socio-economic background

Professional or 'higher' socio-economic background 2

Intermediate background 2

Working class or 'lower' socio-economic background 1

## Ethnicity of SMT

As of 1 April 2025 none of the Senior Management team were from a minority ethnic group. At the time of writing this report 1 member of the Senior Management team is from a minority ethnic group.

Our aim is to have a Senior Management team that is more representative of the wider staff team in terms of ethnicity. Our EDI strategy and action plan sets out some specific actions that will hope will support us with this including our approach to recruitment and internal development.



# Managers

At 1 April 2025 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 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.

In 2024 we implemented a job evaluation system. This more structured approach to assessing our roles not only increases fairness and transparency but it will also help us to assess the 'size' and seniority of different roles. This will help support consistency across teams in things such as responsibilities at different levels of the organisation and enable us to better assess training and development requirements and create job pathways.

## Gender

13 (65%) are female

7 (35%) are male

## Ethnicity

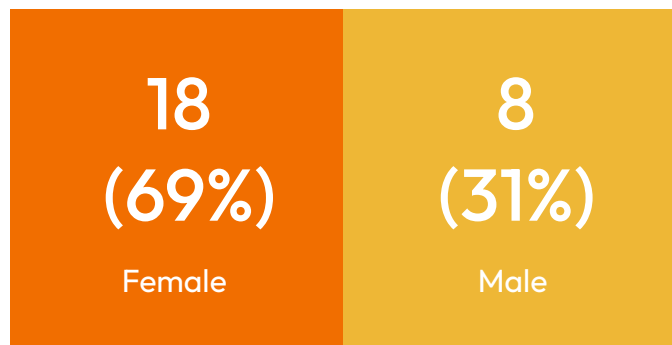
12 (60%) are from minority ethnic groups which is in line with the proportion of our total staff team. This is in line with our EDI agenda.



# Senior management and management

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

## Gender



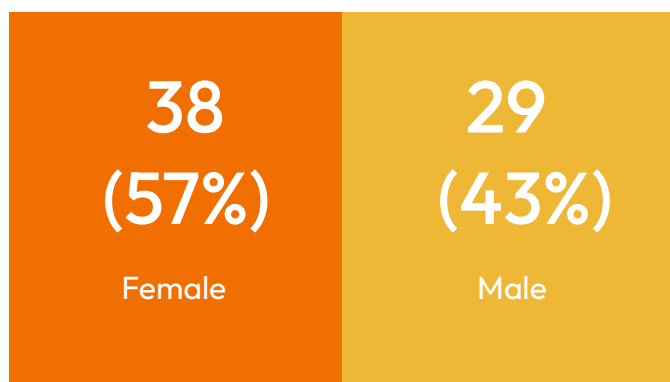
## Ethnicity



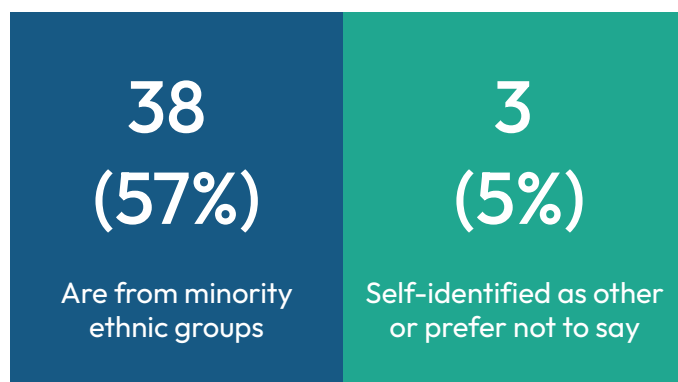
# Our wider team

This is made up of 67 colleagues

## Gender



## Ethnicity



# Other characteristics of our staff team

We collect data on disability, sexual orientation, and other protected characteristics off our staff. In many cases these characteristics are not immediately visible or obvious. Staff have the choice to provide this information to us.

In 2024 we started collecting additional data about our staff teams (and job candidates) in relation to socio-economic background. We felt that this is an important area for us to have awareness of particularly because of the mission of our charity. In general, the charity sector is not representative of those from lower socioeconomic backgrounds ([EY Foundation charity sector report | EY - Global](#)).

The question we have asked to gauge this information is, 'Occupation of main household earner when you were aged about 14?' This is based on research by the Social Mobility Commission ([Cross-industry toolkit - Social Mobility Commission](#))

We need to do some additional work to encourage our current staff team to share this information with us. From the responses that we have collected to date the breakdown is below.

Professional or 'higher' socio-economic background	17
Intermediate background	5
Working class or 'lower' socio-economic background	12
Other	2
Prefer not to say	2
Data not shared	54



Below you will find a breakdown of our staff team by various demographics (92 staff members).

Disability or health condition	
Yes	16
No	64
Prefer not to say	12

Sexual orientation	
Heterosexual	65
Gay man	4
Gay woman / lesbian	0
Bisexual	2
Prefer not to say	21

Age range	
17-24	6
25-34	23
35-49	38
50-64	25
65+	0

Religious background	
Buddist	2
Christian	19
Muslim	25
No religion or belief	27
Other	3
Prefer not to say	16

### Length of service

As of 1 April 2025, 36 (39%) of the employees have under 2 years of service

In 2024 this was 44%.



# Ethnicity

We collect data on what staff tell us about their ethnicity. This data is not broken down by job level but gives some more definition to the characteristics such as 'minority ethnic' used elsewhere in our data. We also collect and report demographic data of the people that we work with which can be found in our Impact Report.

In terms of our comparisons to the local area, the 2021 Census showed that 60.9% of Tower Hamlets is non-white. According to the 2021 Census, 46.2% of London's population identified as non-white. This makes London the most ethnically diverse region in the UK, where 53.8% of residents identified as white, including White British, Irish, and other white ethnicities. Among the non-white categories, the largest groups include Asian or Asian British (20.7%) and Black or Black British (13.5%) populations.

Ethnic group	Classification	Count	%
Asian: Bangladeshi	Minority Ethnic	19	20.9
Asian: Chinese	Minority Ethnic	1	1.1
Asian: Indian	Minority Ethnic	1	1.1
Asian: Other	Minority Ethnic	2	2.2
Asian: Pakistani	Minority Ethnic	5	5.5
Black: African	Minority Ethnic	11	12.1
Black: Caribbean	Minority Ethnic	5	5.5
Black: Other	Minority Ethnic	1	1.1
Dual Heritage: Other	Minority Ethnic	2	2.2
Dual Heritage: White and African	Minority Ethnic	1	1.1
Dual Heritage: White and Asian	Minority Ethnic	1	1.1
Dual Heritage: White and Caribbean	Minority Ethnic	1	1.1
Other	Not Classified	1	1.1
Prefer not to say	Not Classified	2	2.2
White British	Non-Minority Ethnic	15	16.5
White English	Non-Minority Ethnic	12	13.2
White Irish	Non-Minority Ethnic	2	2.2
White: Other	Non-Minority Ethnic	9	9.9
White: Welsh	Non-Minority Ethnic	1	1.1

# 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 and 2025 a Total Reward review project has been underway which is reviewing our approach to reward, job evaluation, salary benchmarking and salary structure.

The project has completed two main milestones in that we now have a job evaluation system in place to support an increase in structure and transparency. In April 2025 we also carried out a salary benchmarking exercise.

Our next steps involve the development of a transparent policy on pay and remuneration which will include the design of a new salary scale. We have been working closely with our Union on this project the drivers of which are fairness and transparency.

## Senior management salaries

On 1 April 2025 members of the Senior Management Team were paid a median average of £70,000 per annum based on full time equivalent salaries. A comparison of Male/Female Senior Management salaries has not been included in the table below so as to not identify individual salaries.

On 1 April 2025 the CEO salary was £100,000 per annum. Our ratio of Chief Executive pay to pay of the lowest member of staff is around 4:1. We publish information on our executive salaries and pensions each year in our Annual Report and Accounts.



## Other salaries

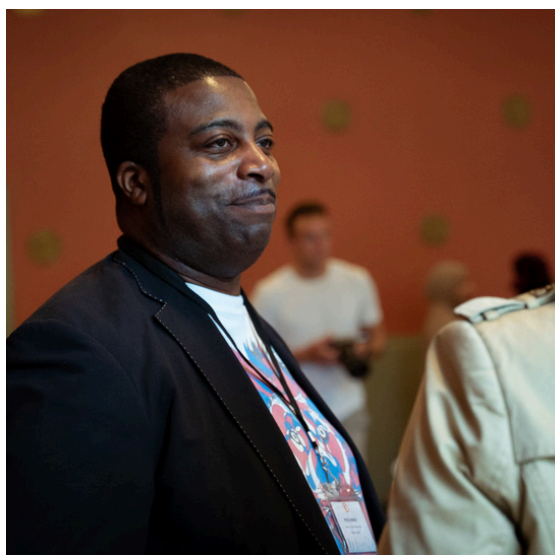
The table below highlights key data on salaries for other groups of staff within Toynbee Hall. We have used percentages so as not to give details of individual salaries. All salaries shown are based on full time equivalent.

	Median Average	Median Average Male	Median Average Not Ethnic Minority	Male Median Average Ethnic Minority	Male Median Average Female*	Median Average Not ethnic minority female	Median Average Ethnic Minority Female
Senior Managers (5)	£66,500	-	-	n/a	-	-	n/a
Managers (20)	£41,112	+8.31%	+£11.39%	+8.67	-0.9%	+1.51%	-0.88%
Other Team Members (67)	£33,175	-3.61%	+0%	-4.23%	+0.83%	+0.68%	+0.83%

The chart above is based on data as at 1 April 2025. Since then some salaries have changed based on a cost of living payment made in January 2026 and backdated to April 2025

\*One Female has answered prefer not to say and one other under Ethnicity, so they have not been included in this calculation

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 1 April 2025, 24 of our staff team (26%) live in Tower Hamlets.

The graph below shows the breakdown of our staff team as at 1 April 2025 by the distance of their home address to Toynbee Hall. In January 2025 our first fully home working team joined the organisation as part of a TUPE transfer.

Distance from Toynbee Hall (miles)	Number of Staff
1 mile or less	14
More than 1 mile < 2 miles	0
More than 2 miles < 3 miles	6
More than 3 miles < 5 miles	19
More than 5 miles < 10 miles	14
More than 10 miles < 20 miles	15
More than 20 miles	19



# Using this data

As set out in the updated strategic plan one of our main focus areas of the strategy is our people. In 2024 we will be rolled out a new Equity, Diversity and Inclusion policy and action plan, many areas of which sets out how we can improve processes and polices relating to our people.

After the completion of the Total Reward Project this year we will be drafting a new People strategy to be launched next year that will reflect our approach to fairness and equity.

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
- 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 strategy. 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.



Toynbee  
Hall

For a fairer future