



Our People

2026



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 important 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 2026 provides a snapshot of Toynbee Hall's workforce and Trustees at the start of the 2026–27 financial year. It sets out where we are on our journey towards greater fairness, inclusion and equity, and helps us reflect honestly on our progress and areas for improvement.

The report includes information about the make-up of our staff team and Trustees, including gender, ethnicity, disability, sexual orientation, age, religion or belief, socio-economic background, length of service and pay. We also include information on salaries, grouped in a way that protects individual confidentiality as far as possible.

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 undertaken during 2025 and 2026, including the implementation of a job evaluation framework, the development of a grading structure, salary benchmarking, our continued Total Reward work, the expansion of our benefits portfolio and the introduction of a new applicant tracking system.

Together, these developments provide an important foundation for strengthening fairness, transparency, consistency and inclusion across the organisation. 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 of our workforce data as of 1 April 2026. Staff refers to employees of Toynbee Hall on permanent or fixed-term contracts as at the reporting date. The data does not include casual workers, contractors or volunteers unless otherwise stated.

Throughout this report, percentages have been rounded up or down to the nearest whole number. Some staff have chosen not to share personal demographic information, and this is reflected in the data as “prefer not to say” or “data not shared”. We respect that staff may choose not to disclose this information. At the same time, we will continue to explain why we collect this data, how it is used and how it helps us identify and address inequalities.

The data in this report helps us understand representation across the organisation, including within senior leadership, management and the wider staff team. It also helps us consider whether our policies, recruitment practices, pay approach and development opportunities are supporting fairness and equity.



Team size

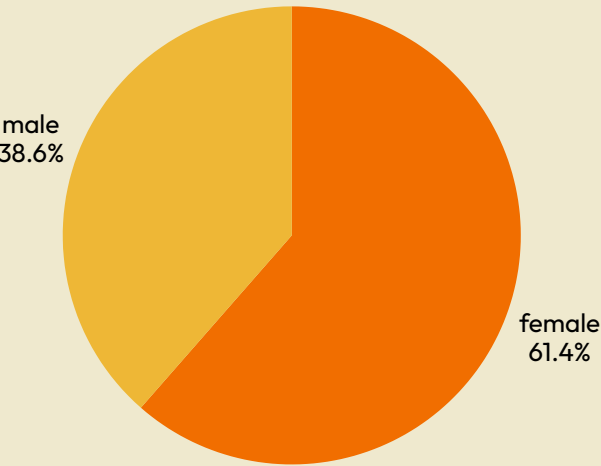
On 1 April 2026, we had 83 members of staff. Our Board was made up of 12 Trustees.



In April 2025, we had 92 members of staff, and our Board was made up of 8 Trustees.

Our people

Trustees	12
Senior management team	5
Managers	22
Other staff	56



Based on 83 employees:

(48) 58%

Are from an
ethnic minority
background

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

6 Female

6 Male

Disability

Of our twelve trustees, one consider themselves to have a disability or health condition

Ethnicity

Of these Trustees 8 are from minority ethnic groups

Sexual orientation

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

- Heterosexual – 7
- Gay – 2

Age range

17 – 24	0
25 – 34	2
35 – 49	5
50 – 65+	5

Religious background

No religion or belief	3
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	4
Intermediate background	4
Working class or 'lower' socio-economic background	1

Senior management team (SMT)

As at 1 April 2026, the Senior Management Team was made up of 5 colleagues.

The Senior Management Team includes:

- CEO
- Managing Director of Advice Services
- Director of Policy Research & Communities
- Head of Fundraising and Communications
- Head of People & Culture

Gender

4 Female

1 Male

Age range

17 – 24 0

25 – 34 1

35 – 49 3

50 – 64 1

65+ 0

Socio-economic background

Professional or 'higher' socio-economic background 2

Intermediate background 1

Working class or 'lower' socio-economic background 2

Ethnicity of SMT

As of 1 April 2026 one 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

On 1 April 2026, we had 22 colleagues who had management responsibility but were not members of the Senior Management Team.

The roles included in this group are varied and include colleagues with line management responsibility, functional responsibility, project management responsibility or responsibility for a portfolio of work. Our definition of management responsibility is broad, recognising that leadership and decision-making happen in different ways across the organisation.

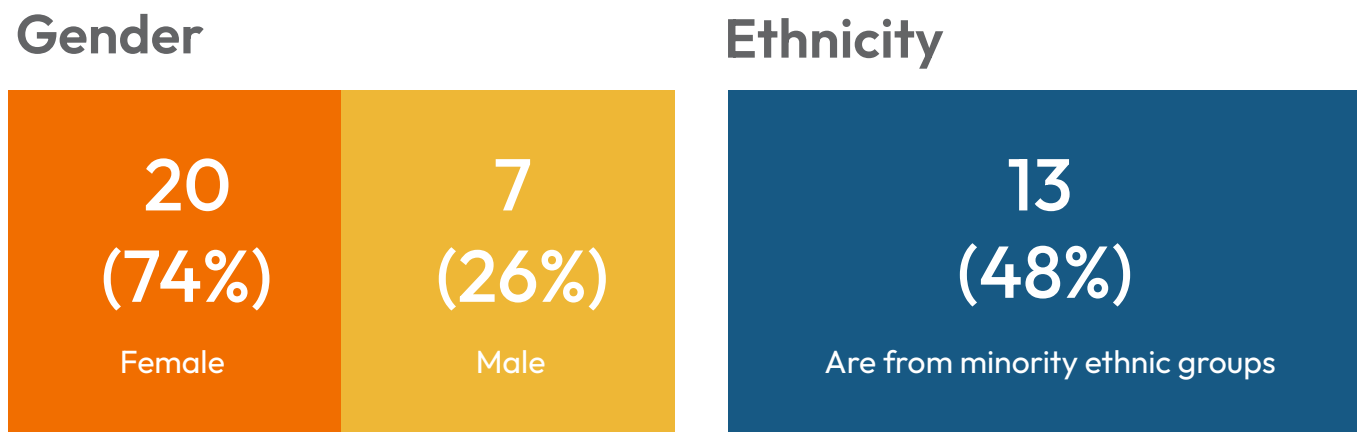
In 2024, we implemented a job evaluation system. This more structured approach to assessing roles has increased fairness and transparency and helps us better understand the size, scope and seniority of roles across the organisation. It also supports consistency in responsibilities, training and development needs, and progression pathways.

Gender	Ethnicity
16 are female	12 (55) 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.
6 are male	



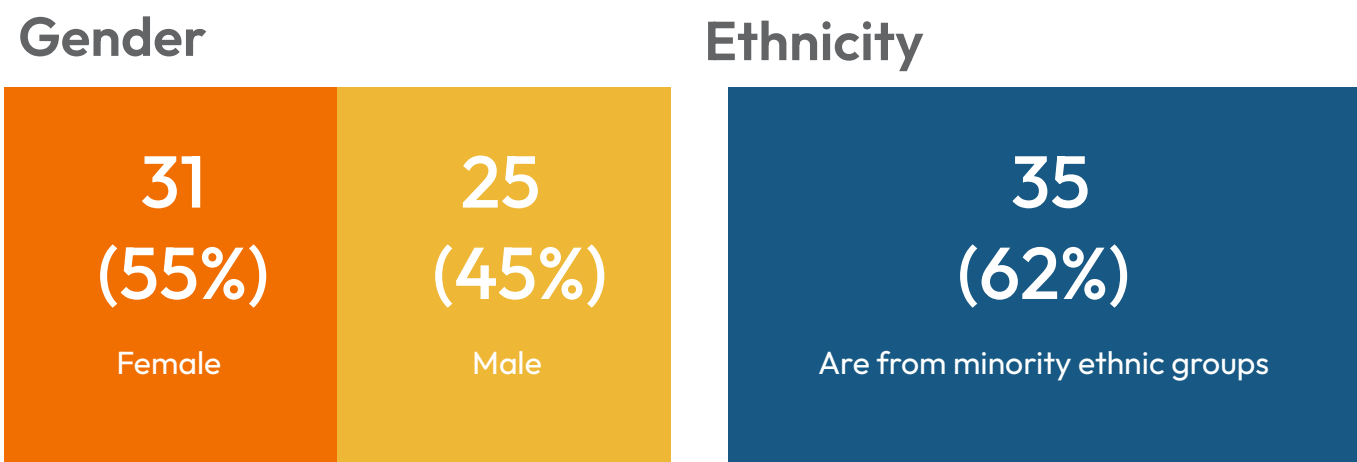
Senior management and management

Across all those with management responsibility, including members of the Senior Management Team, there were 27 colleagues.



Our wider team

This is made up of 67 colleagues



The wider staff team continues to be central to the work and mission of Toynbee Hall. We remain committed to ensuring that colleagues across all roles have access to information, development opportunities, support and ways to have their voices heard.

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	14
Other	2
Prefer not to say	2
Data not shared	44



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

Disability or health condition	
Yes	16
No	54
Prefer not to say	13

Age range	
17-24	5
25-34	22
35-49	34
50-64	22
65+	0

Sexual orientation	
Heterosexual	62
Gay man	5
Gay woman / lesbian	0
Bisexual	4
Prefer not to say	12

Religious background	
Buddist	2
Christian	21
Muslim	20
No religion or belief	24
Other	2
Prefer not to say	14



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	14	17
Asian: Chinese	Minority Ethnic	1	1
Asian: Indian	Minority Ethnic	1	1
Asian: Other	Minority Ethnic	2	2
Asian: Pakistani	Minority Ethnic	7	8
Black: African	Minority Ethnic	10	12
Black: Caribbean	Minority Ethnic	4	5
Black: Other	Minority Ethnic	1	1
Dual Heritage: Other	Minority Ethnic	2	2
Dual Heritage: White and African	Minority Ethnic	2	2
Dual Heritage: White and Asian	Minority Ethnic	1	1
Dual Heritage: White and Caribbean	Minority Ethnic	1	1
Other	Not Classified	2	2
Prefer not to say	Not Classified	2	2.2
White British	Non-Minority Ethnic	9	11
White English	Non-Minority Ethnic	11	13
White Irish	Non-Minority Ethnic	3	4
White: Other	Non-Minority Ethnic	11	13
White: Welsh	Non-Minority Ethnic	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, 2025 and 2026 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 2026, members of the Senior Management Team were paid a median average of £76000 per annum based on full-time equivalent salaries.

A comparison of male and female Senior Management salaries has not been included where doing so could identify individual salaries.

On 1 April 2026, the CEO salary was £100000 per annum.

Our ratio of Chief Executive pay to the pay of the lowest paid member of staff was approximately 3.7 :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 minority ethnic male	Median average female	Median average non-minority ethnic female	Median average minority ethnic female
Senior Managers (5)	£67,677	-	-	n/a	-	-	-
Managers (20)	£43,887	+7.98%	-7.53%	+11.48%	-1.64%	+6.83%	-4.47%
Other Team Members (67)	£34,886	+1.02%	0.91%	+4.20%	-0.60%	-2.82%	-0.60%

This data helps us understand whether pay is distributed fairly across different groups and where further analysis may be needed. We will continue to monitor pay by gender and ethnicity, including within grades, to identify any disparities and understand the reasons behind them.

The Total Reward project provides an important opportunity to continue improving transparency and consistency in pay decisions.

Recruitment and people systems

During 2025/26, we introduced a new applicant tracking system to improve the recruitment experience for candidates and hiring managers.

The new system supports a more consistent, inclusive and transparent recruitment process. It also strengthens our ability to monitor recruitment activity, improve candidate communication, support hiring managers and collect equality, diversity and inclusion data more effectively.

This forms part of our wider commitment to improving our people infrastructure and ensuring that our systems and processes support fairness, inclusion and accountability.



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, 18 of our staff team (21%) 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	5
More than 1 mile < 2 miles	6
More than 2 miles < 3 miles	9
More than 3 miles < 5 miles	12
More than 5 miles < 10 miles	18
More than 10 miles < 20 miles	17
More than 20 miles	17



Using this data

The purpose of collecting and publishing this data is to help us understand who we are as an organisation and where we need to focus our efforts.

We will use this information to inform our People Strategy and our work on equity, diversity and inclusion, reward, wellbeing, recruitment, progression and staff voice.

Key areas of focus for the coming year include:

- Continuing to improve fairness and transparency in pay through our Total Reward work.
- Embedding our expanded benefits offer and continuing to review how our reward package supports staff wellbeing and retention.
- Using our applicant tracking system to strengthen inclusive recruitment and improve the quality of recruitment data.
- Monitoring representation across leadership and management roles.
- Strengthening recruitment, progression and development opportunities.
- Supporting staff wellbeing and improving manager capability.
- Encouraging staff to update their personal information so we can improve the quality of our data.
- Ensuring colleagues know how they can have their say and raise concerns.
- Using workforce data to track progress and identify where further action is needed.

We recognise that publishing data alone does not create change. The value of this report lies in how we use the information to inform decisions, challenge ourselves and continue building a fairer and more inclusive organisation.

Conclusion

This report provides an important opportunity to reflect on the make-up of Toynbee Hall's workforce and Trustees, the progress we have made and the areas where further work is needed. We continue to be proud of the diversity within our wider staff team. However, we also recognise the need to keep strengthening representation, fairness and transparency across all levels of the organisation, particularly in leadership, progression and pay.

Our work on job evaluation, pay benchmarking and Total Reward has created a stronger foundation for fair and consistent decision-making. The expansion of our benefits portfolio and the introduction of a new applicant tracking system also represent important steps in improving staff experience, recruitment practice and people infrastructure.

Over the coming year, we will continue to build on this work and use the data in this report to support our commitments to equity, inclusion, wellbeing and accountability.

We remain committed to being open about our progress, honest about where we need to improve, and focused on creating an organisation where all colleagues can contribute, develop and thrive.



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