



UNITED KINGDOM

unicef 
for every child

UNICEF UK PAY GAP REPORT 2023

UNICEF UK believes in a better world for every child. Our work is underpinned by the United Nations Convention on the Rights of the Child (UNCRC).

The Convention sets out the rights that all children should have, regardless of their background or circumstances, to enable them to thrive. We are here for every child without discrimination – whatever their ethnicity, sex, religion, language, disabilities, opinion or any other identities. Equity, Diversity and Inclusion (ED&I) are fundamental to achieving **UNICEF UK’s vision of a better world for every child**.

Likewise, we are working towards a culture that empowers and enables all our people to deliver their best work for children. Inclusion is embedded within our values ([Our Shared Commitment](#)) which describe the way we work together. And we are committed to ensure this is reflected in how we manage the pay for our people. Our 2022 pay gap report was enhanced to include data on disability and sexual orientation, as well as ethnicity and gender. This year’s pay gap report introduces further enhancements:

- We produced it much sooner after the snapshot date of 5 April 2023 rather than waiting until next year’s statutory reporting deadline, to enable us to take swifter action and have a positive impact more quickly.
- Our ethnicity reporting considers [new government guidance](#)¹.

Although the law does not require ethnicity, disability and sexual orientation pay gap reports, we are going further than is mandated because we believe these reports play an important role in fulfilling our ED&I commitments, and we welcome greater transparency. We hope these additional reports will also become mandatory, but in the meantime, we can help to set an example and encourage other employers to join us.

We recognise the reality that minoritised communities face additional barriers to inclusion in the workplace and historically significant pay gaps have been in evidence in the UK for some of these communities. Removing pay gaps is an important component of our approach to fulfilling our ED&I commitments. Additionally, we are further analysing our ethnicity pay gap by gender as evidence shows how being part of more than one minoritised community can create overlapping and interdependent systems of discrimination or disadvantage and could subsequently multiply the impact on the scale of the pay gaps. Our ultimate aim is to maintain gaps close to zero whilst recognising that in a relatively small organisation like UNICEF UK, factors such as staff turnover mean that there will inevitably be year-to-year variations.

How we calculate our pay gaps



Our figures relate to UNICEF UK as a whole and are based on data from 5 April 2023. At this time, we employed 350 people, of which 330 are 'relevant employees' for the purpose of pay gap reporting.

- The gender pay gap is a measure of the percentage difference in the average hourly pay between men and women working for UNICEF UK.
- The ethnicity pay gap is a measure of the percentage difference in the average hourly pay between White employees and Black, Asian, mixed heritage and other minoritised ethnic communities working for UNICEF UK.
- The disability pay gap is a measure of the percentage difference in the average hourly pay of employees with no disability and employees with a disability working at UNICEF UK.
- The sexual orientation pay gap is a measure of the percentage difference between the average hourly pay of heterosexual employees and lesbian, gay, bisexual, or other diverse sexuality (LGB+) employees working at UNICEF UK.

A note on Sexual Orientation pay gap reporting versus LGBTQIA+ pay gap reporting: This year we were unable to include diverse gender identities due to the configuration of our People system. To ensure that we include and represent all sexual and gender diversities in our report, next year we will seek to report on pay gaps for LGBTQIA+ colleagues compared to cisgendered heterosexual colleagues.

We show two types of pay gap within each section:

The median

This is the middle value when all the values are arranged from highest to lowest, so is often considered the best and most representative measure of any gap for the typical employee.

The mean

This is the average value of all salaries and is influenced more by the highest and lowest salaries in the organisation.

It is important to note the gaps reported are not a measure of equal pay. We are committed to ensuring that our colleagues are paid equally for doing the same or equivalent jobs across our organisation. We deliver on this commitment by ensuring our reward practices are fair, transparent and equitable. This includes sharing salary ranges and the detail of our job evaluation scheme. The

Equality and Human Rights Commission supports such transparency, providing evidence connecting it with the lowering of pay gaps.

UNICEF UK does not operate a bonus scheme. Therefore, our bonus gap, which we are required to report under the UK gender pay reporting regulations, is 0%.

Our use of language

It is important to note that there are limitations to the language used, and individuals may choose to identify themselves in different ways. However, at the date of reporting, we are only able to report on the gender identity of our colleagues as reported to HMRC – e.g., as either ‘female’ or ‘male’, and as such our dataset included 330 ‘relevant employees’. We believe it’s important to report as our colleagues identify themselves, so as a priority action, we will work with our Human Resources System Provider to ensure that the way colleagues identify is extracted in next year’s data.

We use the term ‘minoritised ethnic communities’ which acknowledges that people are actively minoritised within society and that being in a numerical minority does not determine whether one is minoritised or lacks power or privilege. Otherwise, we state the specific community we are referring to, in this case Black, Asian, mixed heritage or other minoritised ethnicity, recognising that these communities are not homogeneous.



Minimum data sets and intersectionality

Government guidelines suggest that data sets of no smaller than 50 people should be used to show a robust picture of our pay gaps. As an organisation with only 350 colleagues, this equates to 14% of our workforce and would result in us discounting a number of minoritised groups from our reports, particularly when looking through an intersectional lens, which provides deeper understanding. An intersectional analysis acknowledges how multiple identities can

interact to create unique and compounded experiences of marginalisation, it is therefore important for us to continue reporting from an intersectional framework where we can, provided it does not make people identifiable. Therefore, we have decided to report on gaps where the data represents 5% of the workforce or more (whilst accepting that there could be large fluctuations in our pay gaps year-on-year as a result).



Headlines for 2023

Our data highlights high-level progress:

- **Gender:** Median pay gap of 0.5%, compared to 7.2% in 2022 (down 6.7 percentage points).
- **Ethnicity:** Median pay gap of 14.1%, compared to 18.5% in 2022 (down 4.4 percentage points).
- **Disability:** Median pay gap of 8.3%, compared to 13.4% in 2022 (down 5.1 percentage points).
- **Sexual orientation:** Median pay gap of 6.2%, compared to 7.2% in 2022 (down 1 percentage point).

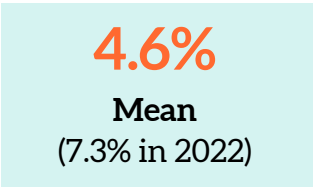
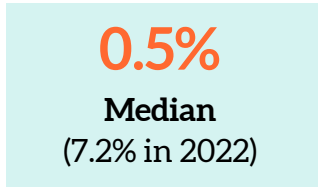
While we are pleased to report headline improvements in each of the four areas, there are variations within the specific groups and we have more we want to do in addressing and decreasing our pay gaps. Our pay gaps are largely driven by under-representation of minoritised ethnic communities, disabled and LGB+ colleagues in higher-paying roles within our organisation. Achieving greater diversity in our leadership is a key goal for us – we are continuing to progress a series of practical actions to achieve this.



More detailed analysis

Gender

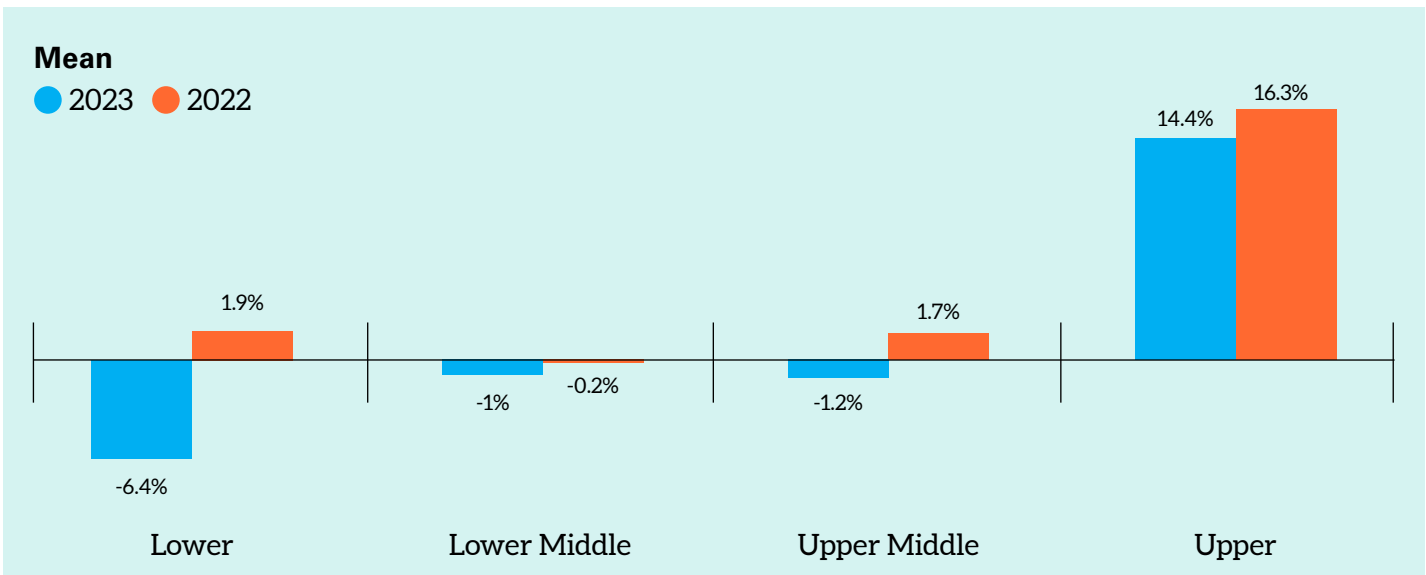
We are reporting a reduction of 6.7 percentage points since 2022, taking our median pay gap to 0.5% in 2023. 79% of our workforce are women (compared to 77% in 2022), and unlike many UK organisations, the representation of women is high at all levels of our organisation, including in our leadership roles, with women representing more than 76% of colleagues in all our pay quartiles. In particular, we are pleased to report that the percentage of women in the upper quartile (78%) is almost identical to that of the entire workforce (79%).



Our gender pay gap is low by UK and voluntary sector standards. In the 2022 Office for National Statistics (ONS) analysis, the national median for all employees is 14.9%. In a survey of 100 large charities in 2022 the median for all employees is 9.1%.

Pay Gaps by Quartile

A pay quartile represents a quarter of the workforce ranked by hourly pay from the lowest to highest.

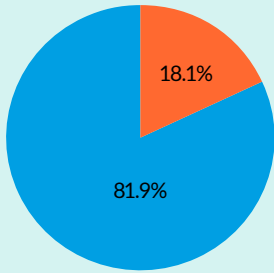


The data highlights negative pay gaps (pay gaps in favour of women) in 3 of the 4 quartiles.

Gender quartiles – Proportion of men and women at UNICEF UK

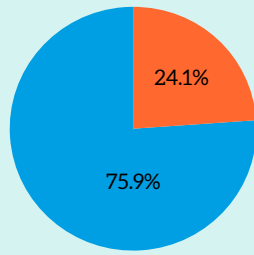
2023

● Female ● Male



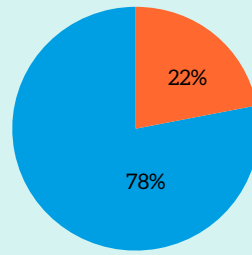
Lower

2023
Female: 81.9%
Male: 18.1%



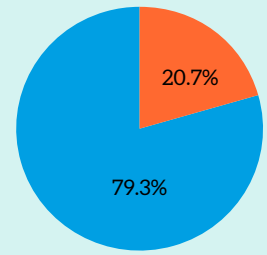
Lower Middle

2023
Female: 75.9%
Male: 24.1%



Upper Middle

2023
Female: 78%
Male: 22%



Upper

2023
Female: 79.3%
Male: 20.7%

Despite the increased proportion of females overall – increasing in three of the four quartiles - the overall median pay gap of 0.5% exists due to the pay gap in the upper quartile (i.e. men in some of the highest paying roles). The relative under-representation of women at senior levels in the

highest paid jobs; and their over-representation in the lowest paying jobs is a key driver of the national pay gap in the UK and in many of its employers.

Ethnicity

We are reporting a reduction of 4.4 percentage points since 2022, taking our median pay gap down to 14.1% in 2023. 26% of our colleagues are from a minoritised ethnic community, up from 24% in 2022. This has largely been as a result of our inclusive recruitment practices, which have seen over 40% of appointments in each of the last three quarters of the year being from candidates from a minoritised ethnic community. 90.6% of colleagues disclosed their ethnicity data, which compares to 92.7% in 2022, and is something we want to improve. The highest proportion of 'did not disclose' is in the lower quartile (26.5% of the quartile) and we know this is in large part due to our onboarding processes for casuals not completing the diversity monitoring form, which we will be altering going forwards.

Our ethnicity pay gap is far greater than we feel is acceptable and we are committed to reducing it closer to zero.

14.1%

Median
(18.5% in 2022)

11.9%

Mean
(20.7% in 2022)

Whilst we are reporting an improved ethnicity pay gap figure this year overall, there are variations among different ethnic groups, notably:

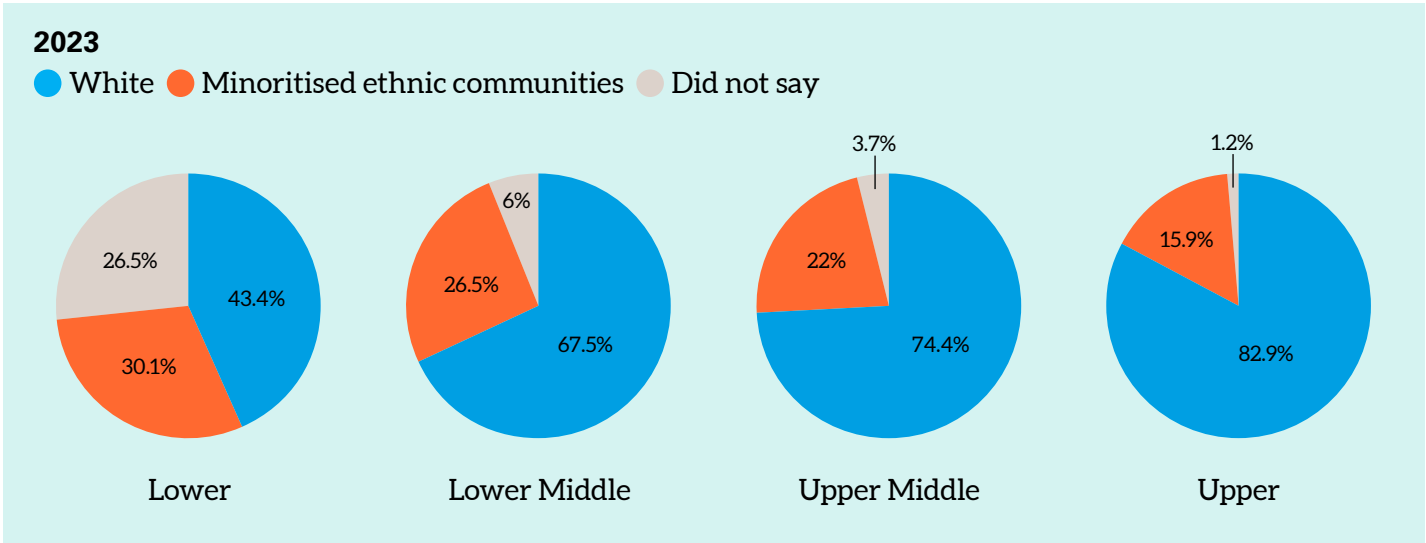
- **White and Black:** Pay gap of 24.6% median and 27.1% mean (an increase in mean from 24.5% last year with median staying steady at 24.6%).
- **White and Asian:** Pay gap of 7.1% median and 4.8% mean (an improvement from 18.6 and 18.9% respectively last year).
- **Asian and Black:** Pay gap of 18.8% median and 23.4% mean.

The pay gap for our Black colleagues remains high, with the same median as 2022 and slightly higher mean.

Ethnicity pay quartiles

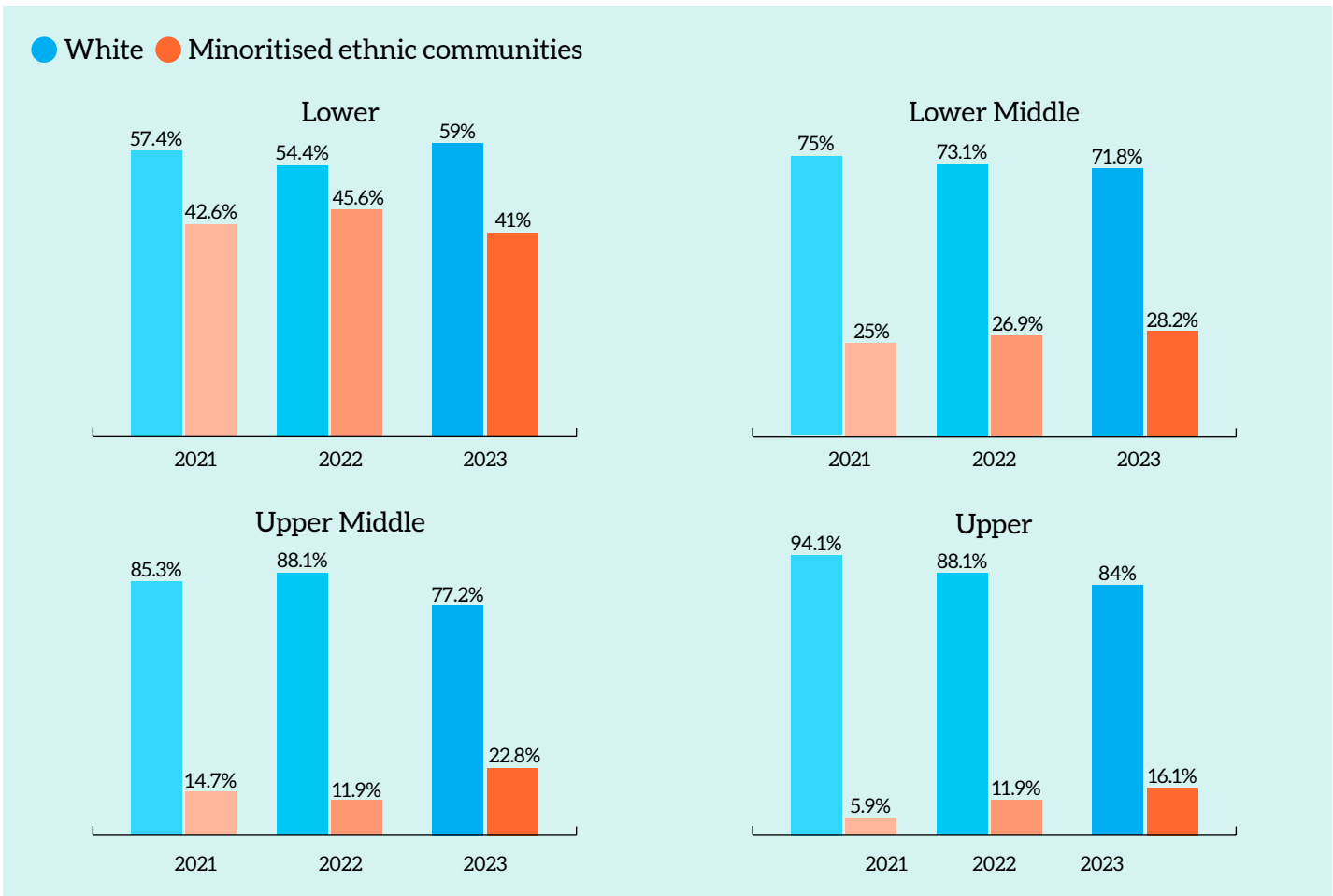
A pay quartile represents a quarter of the workforce ranked by hourly pay from the lowest to highest. The pay quartiles are then broken down by ethnicity.

The proportion of colleagues who are White and proportion who are from minoritised ethnic communities in each quartile at UNICEF UK are as follows:



There are almost twice as many colleagues from a minoritised ethnic community in the lower quartile as are in the upper quartile – the proportion drops as one rises up the quartiles. This results in our median ethnicity pay gap of 14.1% and is our key

focus. However, we have seen a positive trend in the representation of colleagues from minoritised ethnic communities in the top two quartiles in the last two years (data excludes 'did not say'):



Disability

We are reporting a reduction of 5.1 percentage points since 2022, taking our median pay gap to 8.3% in 2023. 4.2% of colleagues report having a disability, with 1.5% preferring not to say and 7.9% not disclosing this data. This is a considerable improvement in those reporting since last year as the 'unknown' proportion was 26.9% in 2022.

The reason for our pay gap appears to be the lack of disabled colleagues that we have working in our higher paying roles in the upper quartiles.

8.3%

Median
(13.4% in 2022)

11.5%

Mean
(14.2% in 2022)

Given the small proportion of disabled colleagues in our workforce the data can't be shared by quartiles, which impacts the level of analysis we can provide. It also means we can reasonably expect far greater swings in the data from one year to the next.

Sexual orientation

We are reporting a reduction of 1.0 percentage point since 2022, taking our median pay gap to 6.2% in 2023. 6.4% of colleagues report being lesbian, gay, bisexual or other diverse sexuality, with 4.6% preferring not to say and 12.4% not disclosing this data. Our data highlights an overall positive movement in the proportion of colleagues who are disclosing their sexual orientation (from 71% in 2022 to 83% in 2023).

6.2%

Median
(7.2% in 2022)

10.6%

Mean
(15.1% in 2022)

The reason for our pay gap appears to be the lack of LGB+ colleagues in our upper quartiles.

Given the small size of these populations the data can't be shared by quartiles, which impacts the level of analysis we can provide.

Intersectionality: Gender and Ethnicity

There is a lot of evidence that pay gaps are inter-related and so being in more than one minoritised group can significantly magnify the size of the pay gap. We have reviewed gender alongside our largest ethnicity groups and can report the following pay gaps.

- The pay gap between White women and women from minoritised ethnic communities has fallen to 15.6% median and 9.8% mean, compared to 18.4% and 18.8% respectively in 2022.
- The pay gap between White women and Asian women is 9.3% (median) and 1.1% (mean), compared to 18.4% and 14.2% respectively in 2022.
- The pay gap between White women and women from other minoritised ethnic communities is 13.2% (median) and 9.3% (mean), compared to 18.4% and 21.1% respectively in 2022.

- The pay gap between White men and White women is -5.7% (median) and 3.7% (mean), compared to 2.6% and 7.7% mean respectively in 2022.

The first three pay gaps are far higher than we would want and something we are working to improve. The gaps further highlight that colleagues from minoritised ethnic communities, have the greatest differentials and require the most focus. The lack of colleagues from minoritised ethnic communities in upper quartiles is the main factor for this. There are certain intersections that we can't report on due to the small data set.

Due to the small sample sizes in some groups, the impact of an individual employee joining or leaving can be significant and so we can expect to see more year-to-year variations in the ethnicity figures compared to the gender pay gap analysis. The key for us is to maintain the trend of progress in achieving a more diverse senior and higher paying population in the organisation.

Our commitment and actions



Although we are reporting headline improvements in our pay gaps compared to 2022, our view is that they remain too high, and our focus on reducing them remains steadfast. The most critical actions for us are to attract, retain and promote colleagues from minoritised ethnic communities (in particular Black colleagues), colleagues with a disability and colleagues that identify as LGB+. Our ongoing commitments and priorities are:

- **Inclusive talent strategy:** The strategy launched in 2023 and we have introduced modules that will help us retain and promote talent (such as a leadership development programme and mutual mentoring). A focus on our learning culture, and on removing barriers for marginalised colleagues, is critical.
- **Inclusive recruitment:** We have made many improvements, which are having a positive impact such as launching a new inclusive recruitment platform, more training and support for recruiting managers and a specific focus on disability inclusion. These developments will need to continue, with even sharper focus.
- **Equitable approach to reward:** We have an established job evaluation scheme and approach to benchmarking and will ensure that our reward review continues to enhance our equitable approach.

It is also crucial that we continue to build a more inclusive culture and deliver our current equity, diversity and inclusion priorities:

1. Developing a new EDI strategy
2. Delivering our action plan in response to our Anti-Racism Review
3. Developing a shared framework of inclusive language
4. Enhancing accessibility and disability inclusion
5. Launching an inclusive talent strategy
6. Making sure we are inclusive by design, with each team having their own inclusion action plan and multiple cross-organisational projects (such as inclusive storytelling and embedding equality impact assessments).

We want to drive systemic change and become a more equitable organisation. Equity, diversity and inclusion are fundamental to achieving UNICEF UK's vision of a better world for every child. We are here for all children without discrimination – to protect and uphold their rights. And we mirror that ethos in our ways of working, our culture and our ambition.

Jon Sparkes
Chief Executive