

# UNICEF UK

# PAY GAP

# REPORT 2025



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 (EDI) 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. We continue to embed inclusion through 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.

We evidence this commitment by enhancing our pay gap reporting. We deliberately report on more than the statutory minimum gender pay gap requirements by looking at other protected characteristics. For many years we have reported on more characteristics than the year before. Our report now includes gender, ethnicity, disability, LGBTQIA+ and for the first year, socio-economic background.

With the increasing recognition in recent years of the influence of socio-economic background on someone's career and earnings progression, this year we have added this characteristic to our diversity monitoring using guidance from the Social Mobility Commission's [Socio-economic Diversity and Inclusion Employer's Toolkit](#).

We know that shining a light on more characteristics creates greater transparency and allows us to improve our understanding of our workforce and any issues we may need to address.

By setting this example, we hope to encourage other organisations to also report more than is legally required, helping to better understand and address the national pay gaps in the UK. These gaps are on average larger across UK employers than in UNICEF UK. The government is proposing to extend the current reporting legislation in an effort to reduce national pay gaps.

Our ultimate aim is to bring pay gaps as close as possible to zero. We recognise though that in a relatively small organisation like UNICEF UK, a very small number of people leaving or joining the organisation, particularly in higher paying roles, can create a significant variation in the reported data.

## How we calculate our pay gaps



Our figures relate to UNICEF UK as a whole and are based on data from 5 April 2025. At this time, we employed 408 people, of which 365 are defined under the legislation as ‘relevant employees’ for the purpose of pay gap reporting. The pay gaps measure the percentage difference in the average hourly rate of pay between two comparison groups as follows:

<b>Gender pay gap</b>	Men and women (as declared)
<b>Ethnicity pay gap</b>	White employees and those from the global majority
<b>Disability pay gap</b>	Those with no disability and those who declared a disability
<b>LGBTQIA+ pay gap</b>	Heterosexual cisgender individuals and non-binary, trans, lesbian, queer, questioning or other diverse genders/sexualities at UNICEF UK.
<b>Socio-economic pay gap</b>	Those who declared a professional or ‘higher’ socio-economic category and those who declared an intermediate or working class one.

We show two measures of base pay gaps for our whole workforce and each of these groupings:

### The median

This is the middle value when all the values are arranged from highest to lowest, so is often considered the 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.

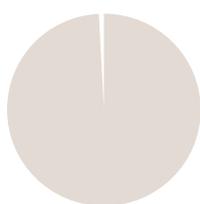
**The gaps reported are not a measure of ‘equal pay’** – that is, people being paid the same for doing the same types of job and work. We are committed to ensuring that our colleagues are paid equally for doing the same or equivalent work and jobs across our organisation. We deliver on this commitment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

Reward Policy, with equity part of our philosophy and practice. The Equality and Human Rights Commission supports such transparency, providing evidence connecting it with the lowering of pay gaps.

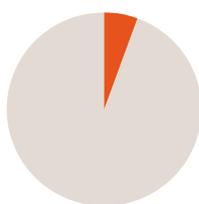
UNICEF UK does not operate a bonus scheme. Therefore, our bonus gap, which we are required to report under the UK gender pay reporting regulations, is 0%.

## Headlines for 2025

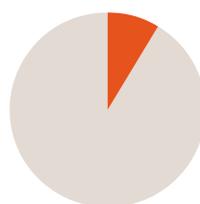
Our pay gaps are:



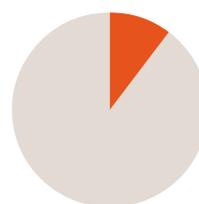
Gender  
-0.6%



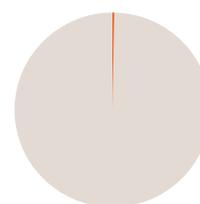
Disability  
5.8%



Ethnicity  
8.7%



LGBTQIA+  
10.3%

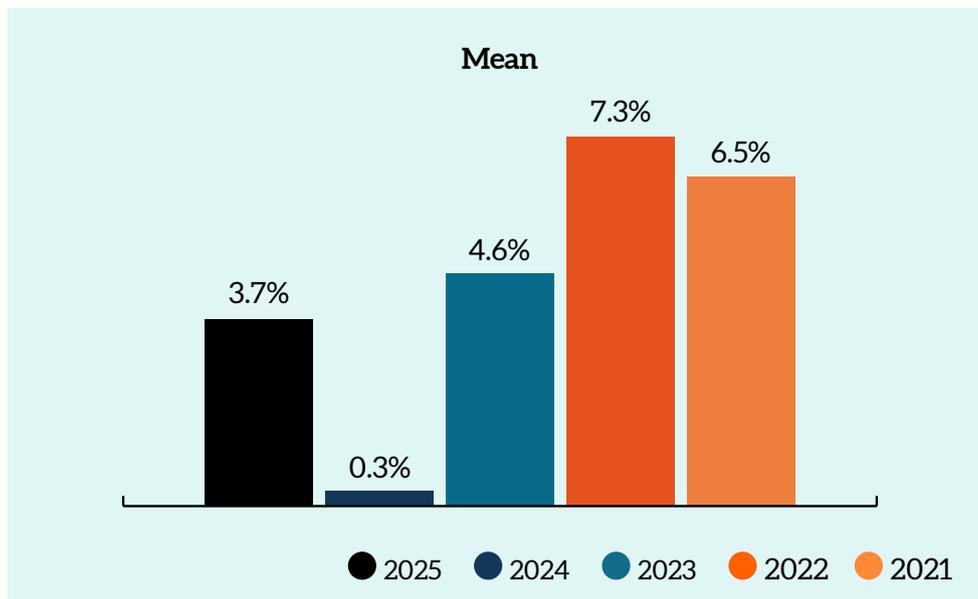
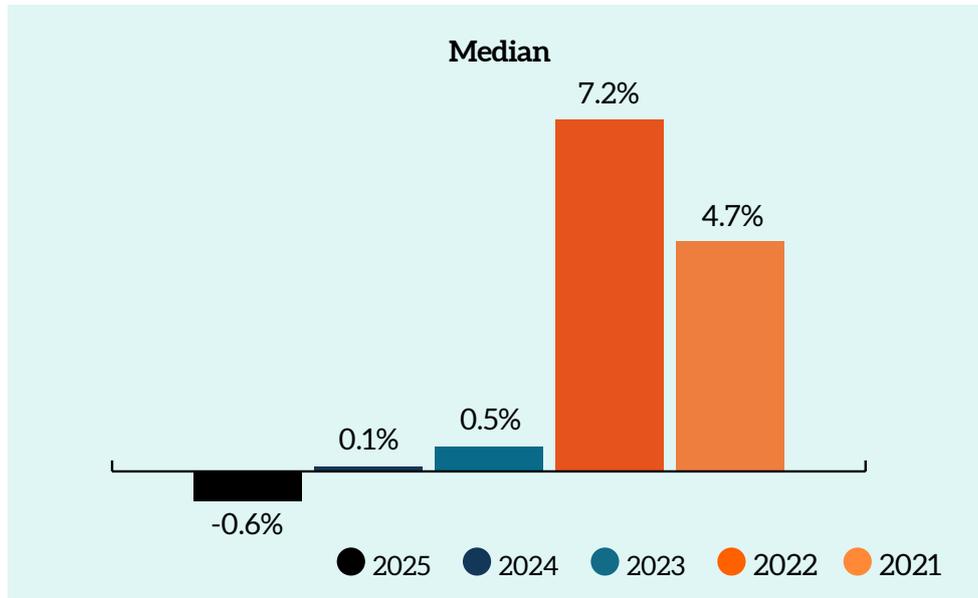


Socio-economic  
background  
0.5%

## More detailed analysis

# GENDER

Our report looks at gender as self-identified by colleagues (rather than gender assigned at birth). In line with government guidance, the gender pay gap calculations cover colleagues who identified as women or men and who declared their gender, representing 84% of the workforce. Non-binary and trans colleagues are not included in the gender pay gap figures but are fully reflected in the LGBTQIA+ pay gap analysis below.



- We are reporting a reduction of 0.7 percentage points since 2024, taking our median pay gap to **minus 0.6%** in 2025 (a pay gap in favour of women).
- In all quartiles, women represent between 75% and 78% of the group.

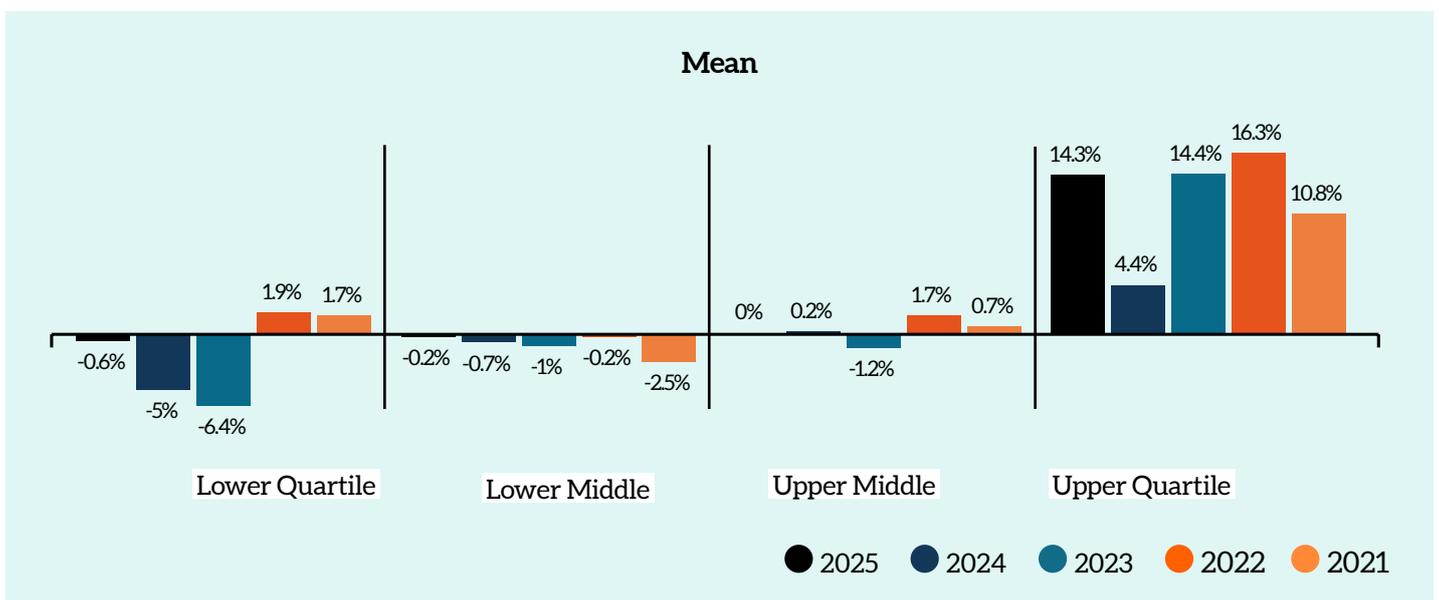
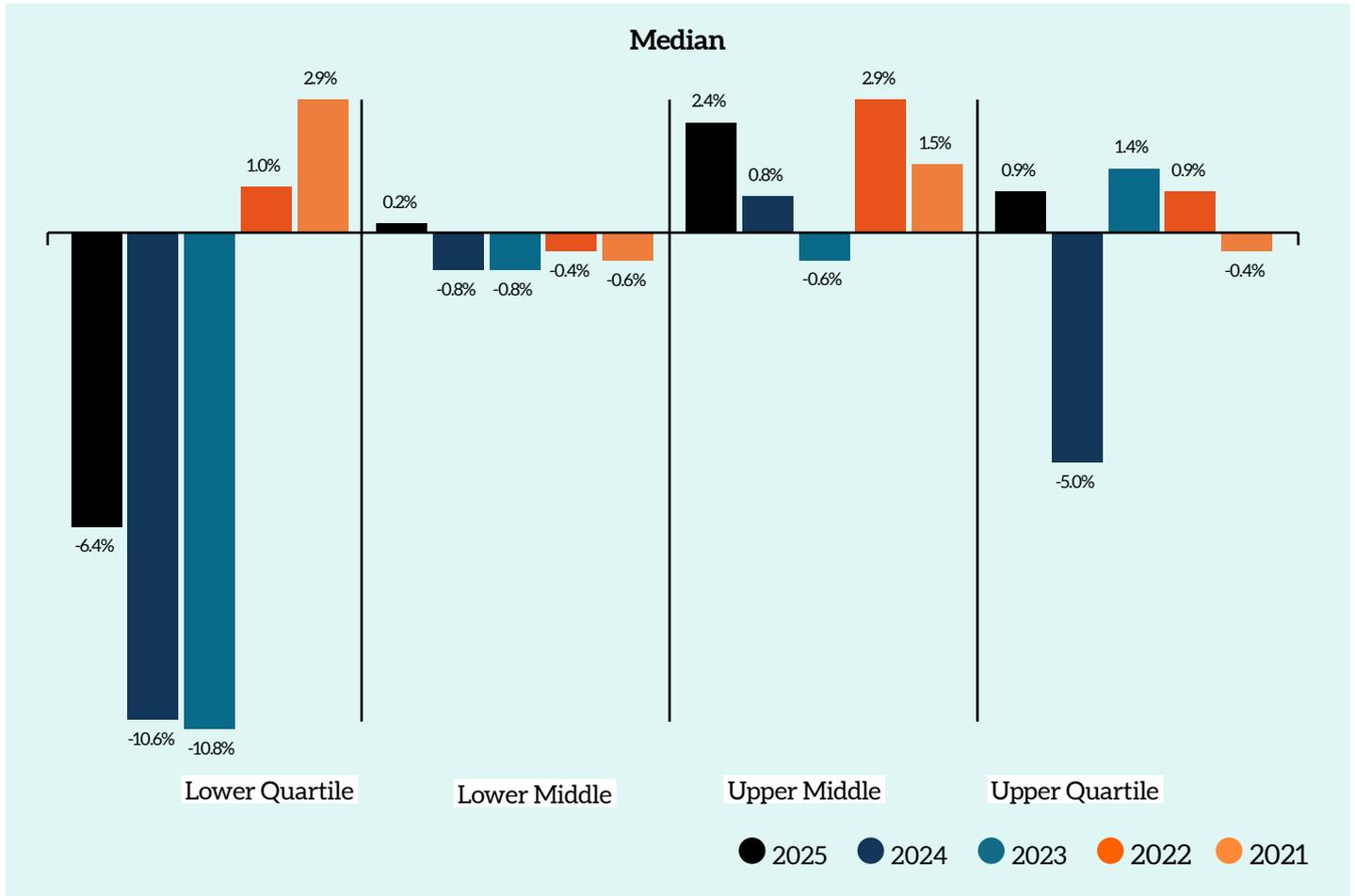
### **Our gender pay gap continues to be very low by UK and charity sector standards.**

- In the [2025 Office for National Statistics \(ONS\) analysis](#), the national median for all employees is 6.9%.
- In a [survey of 100 large charities in 2024](#) the median for all employees was 6.3%.

## Pay gaps by quartile

A pay quartile represents a quarter of the workforce ranked by hourly pay from the lowest to highest. Gender pay gaps are often driven by a predominance of men in the top paid quartile and women in jobs in the lowest quartile.

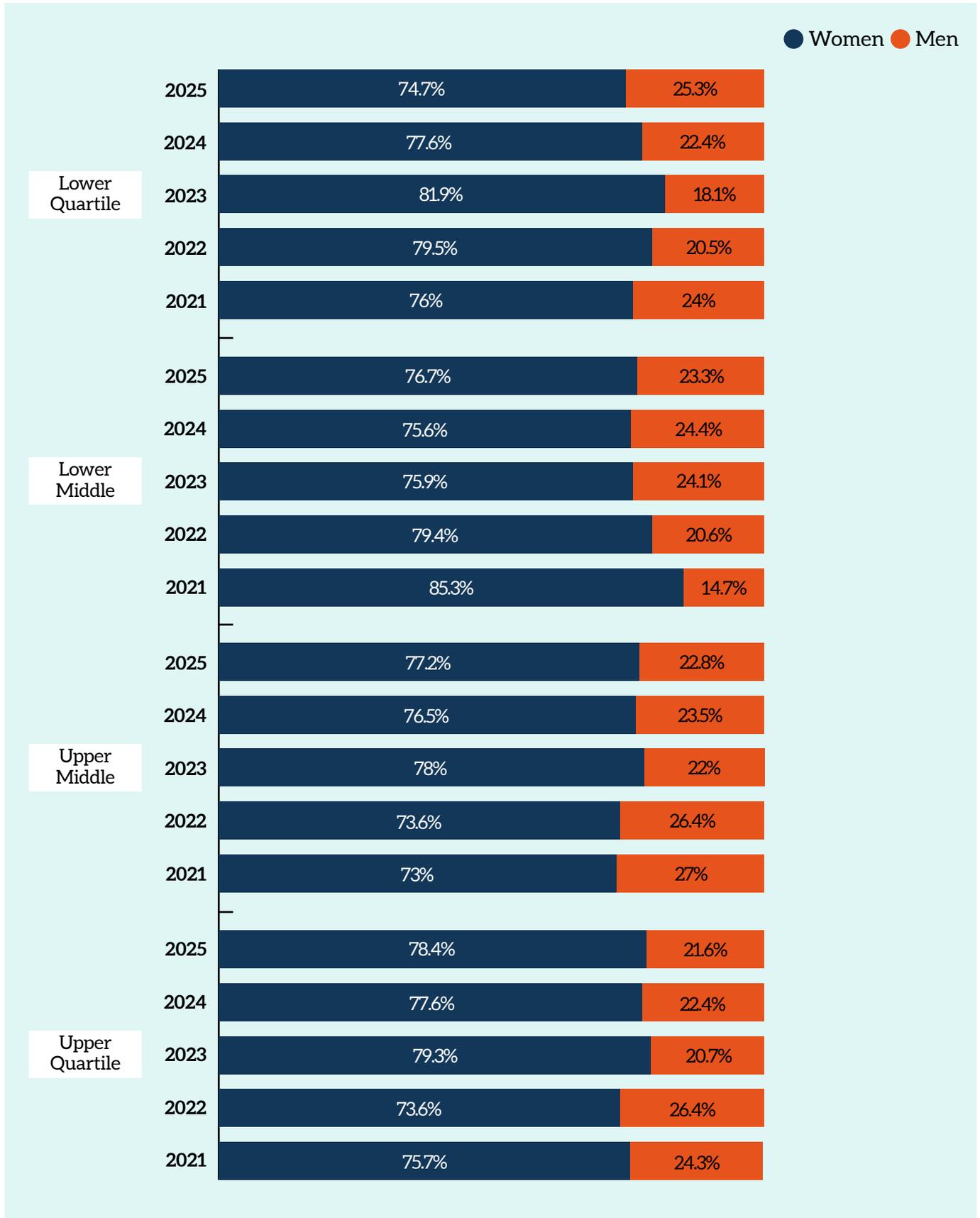
Our median quartile pay gaps range between 2.4% and **minus 6.4%** in all quartiles. It shows that amongst our lower earners (lower quartile), women continue to earn more on average than men.



# Gender quartiles – proportion of men and women at UNICEF UK

Gender quartiles tell us the proportion of men and women in each quartile.

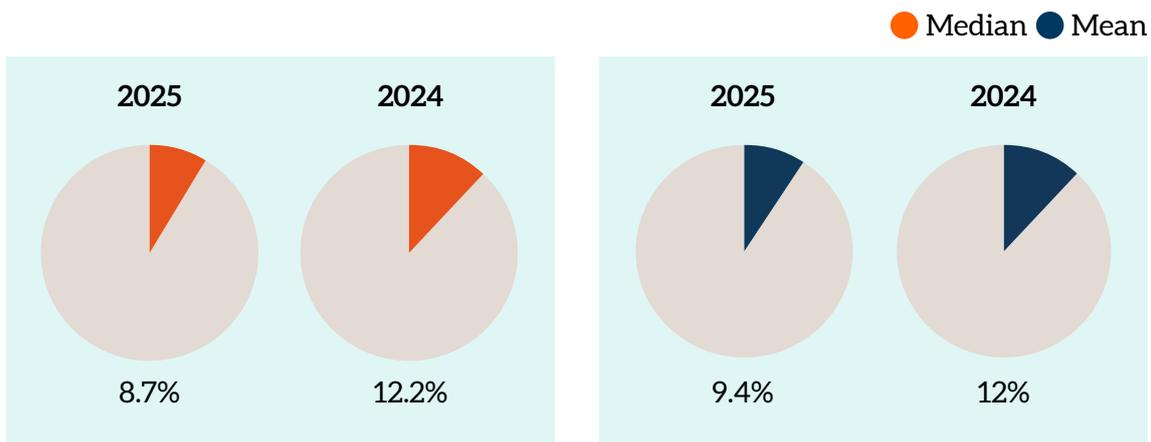
Our quartiles show that we continue to employ more women than men in all 4 quartiles, helping to remove the gap between average male and female pay.



# ETHNICITY

Our ethnicity pay gaps have decreased for the fourth consecutive year. We are reporting a reduction of 3.5 percentage points since 2024, taking our median pay gap down to 8.7% in 2025. This figure remains greater than we would like. It is largely due to a lower representation of global majority colleagues in higher paid roles – something we will continue to focus on to bring our pay gap closer to zero.

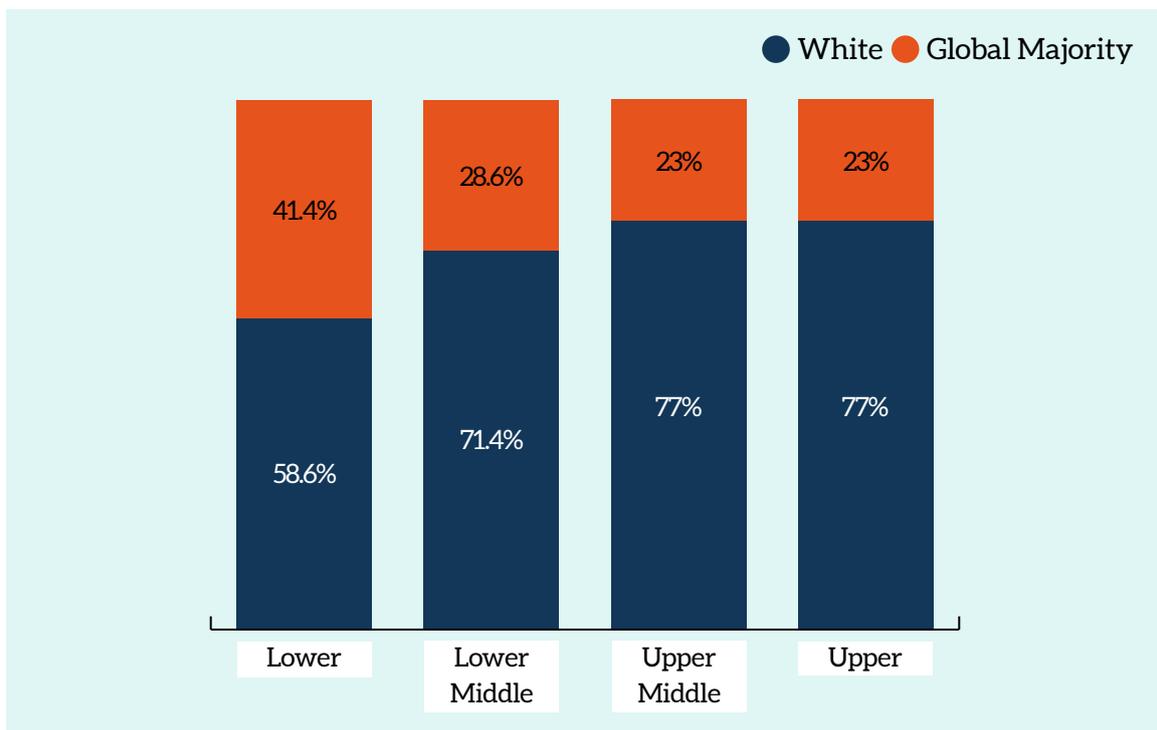
We are pleased to report that 95% of colleagues shared their ethnicity data with us ensuring our data is robust. 29% of our colleagues are from the global majority, a continued increase from 28% in 2024 and 26% in 2023 which is also helping to progress our equality goals.



## 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 white colleagues and colleagues from the global majority in each quartile at UNICEF UK is as follows:

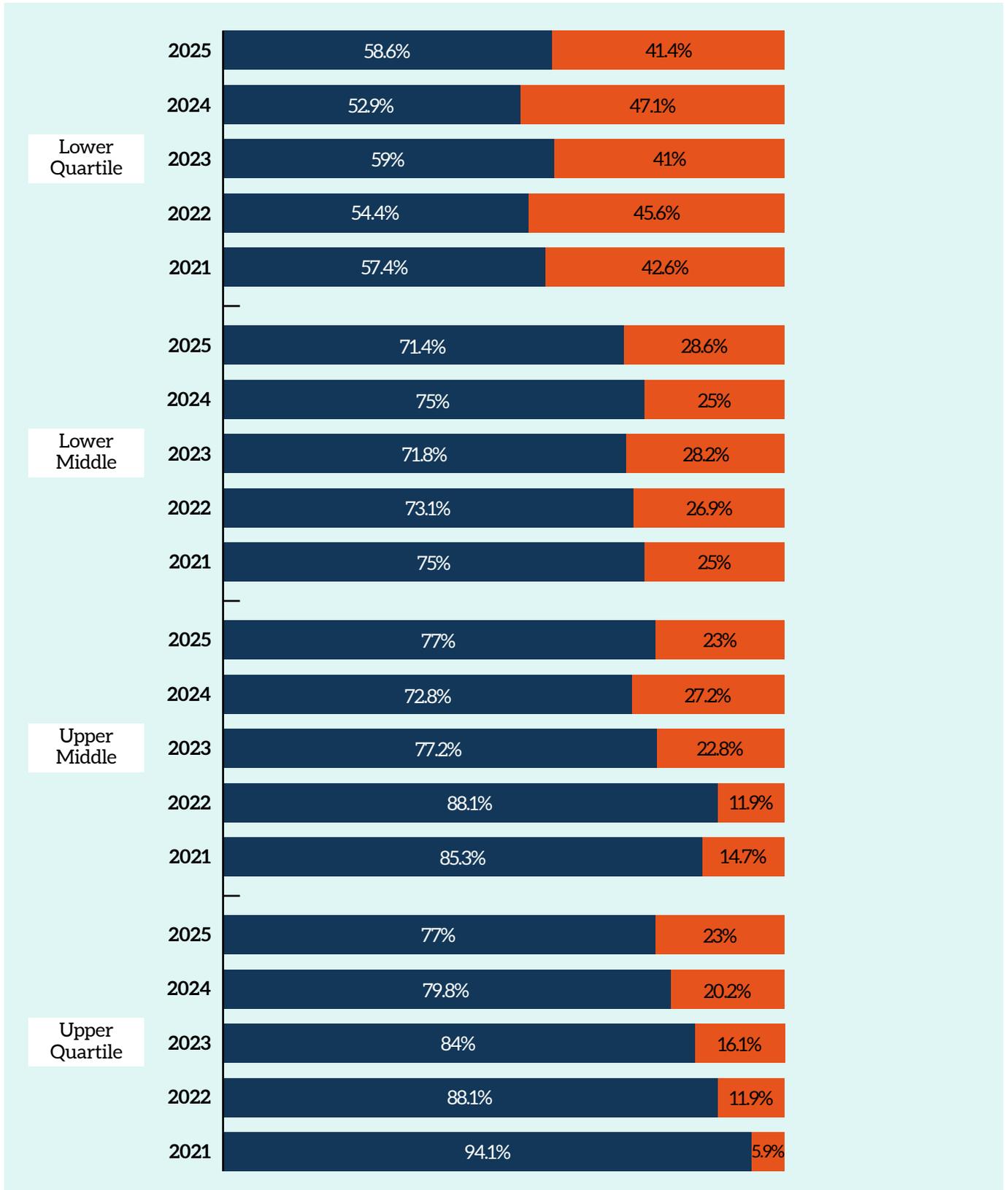


## Ethnicity quartiles – proportion of global majority and white colleagues at UNICEF UK

It is clear that our ethnicity pay gap is due to us having a far lower proportion of colleagues from the global majority in higher pay quartiles.

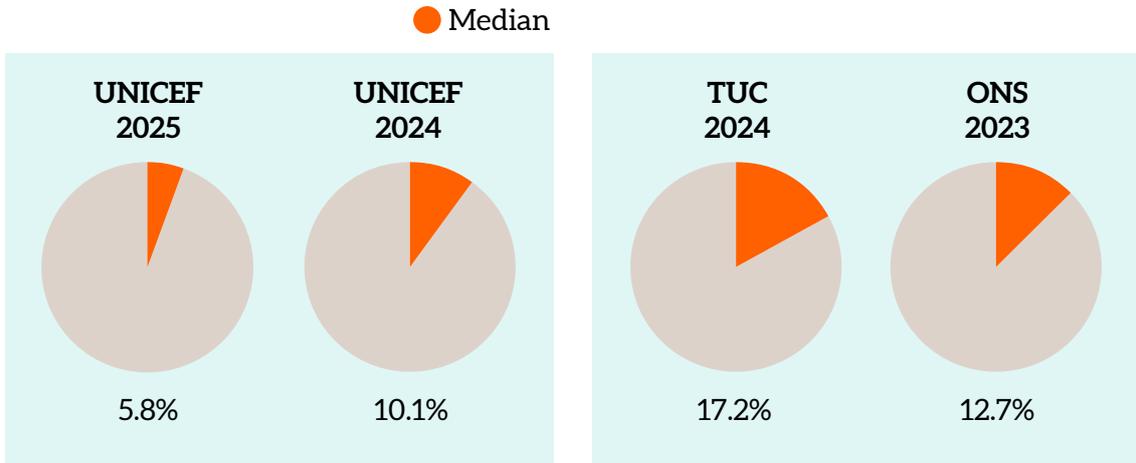
Our distribution has broadly improved over the last few years, but this year we have seen a decrease in global majority colleagues in two of the four quartiles.

● White ● Global Majority

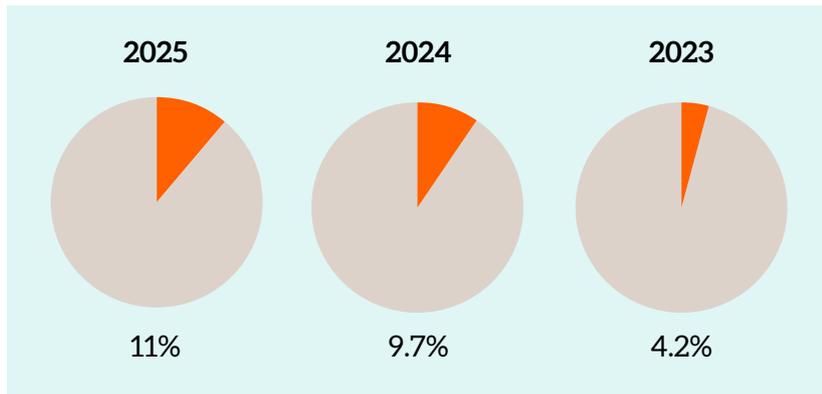


# DISABILITY

We are pleased to report a reduction in our disability pay gap this year to 5.8% (down from 10.1% in 2024). This is below the national pay gap of 12.7% ([ONS 2023](#)) and 17.2% in 2023/4 ([TUC 2024](#)).



We have seen a continued increase in the proportion of our workforce who declare having a disability (11.0% this year, 9.7% in 2024 and 4.2% in 2023).



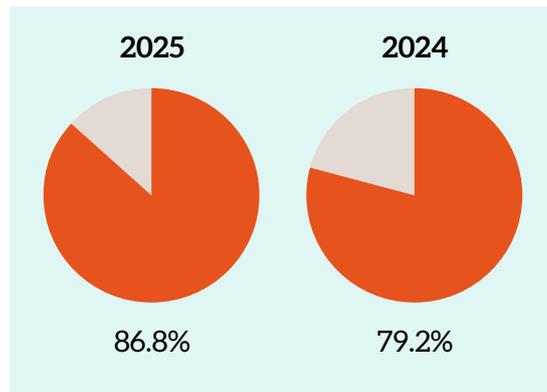
Our goal is to increase the employment percentage and decrease the pay gap. The reason for our pay gap continues to be the lower representation of disabled colleagues in our higher paying roles in the upper quartiles.

Given the relatively 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.

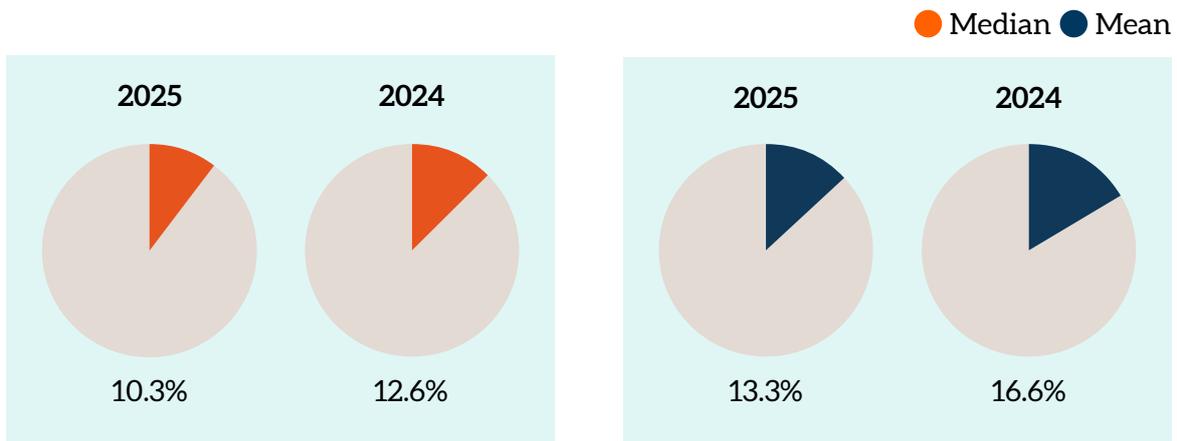
# LGBTQIA+

This is our second year reporting our LGBTQIA+ pay gaps which compares average pay of heterosexual cisgender colleagues (representing 88.6% of the data set) and the average pay of LGBTQIA+ colleagues (11.4% of the data set).

We are proud to report that more people declared their sexual orientation and gender identity data this year (86.8% in 2025 compared with 79.2% in 2024).



We are also pleased to report a reduction in our pay gaps this year:



However, this is still a larger pay gap than we would like and there is room for improvement. The reason for our pay gap is due to the lack of declared LGBTQIA+ colleagues in our upper quartiles.

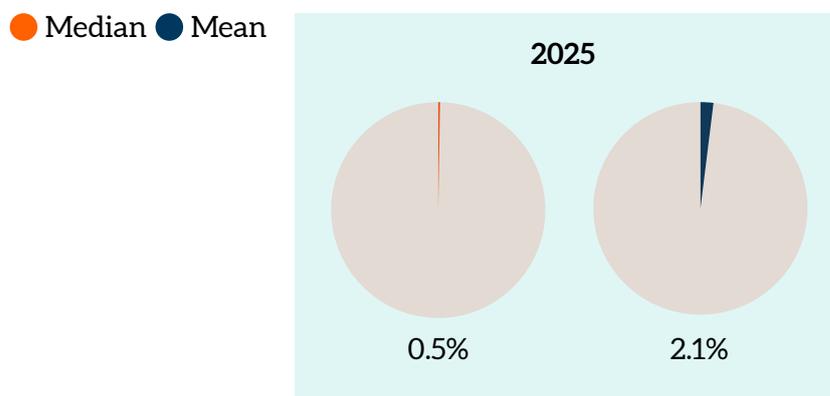
Given the small size of these populations the data can't be shared by quartiles, which impacts the level of analysis we can publish.

# SOCIO-ECONOMIC BACKGROUND

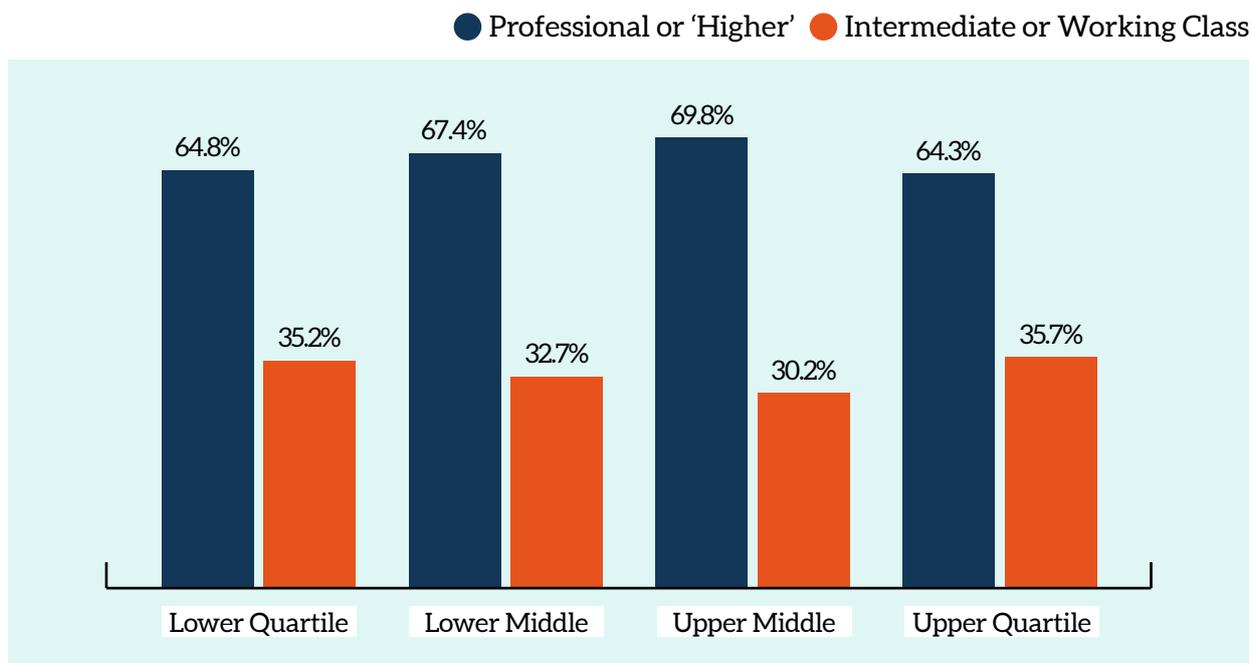
This is our first year reporting on socio-economic background which compares average pay of those who identify being in a professional or 'higher' socio-economic background (66.8%) and those who identify as being in an intermediate or working-class background (33.2%). More guidance is in the [Socio-economic Diversity and Inclusion Employer's Toolkit](#).

We added this category to our diversity monitoring form in 2024, so data gathering is still relatively new. 59% of colleagues shared their socio-economic background data – something we aim to significantly improve in our 2026 pay gap reporting.

Nonetheless we are pleased to report a minimal pay gap for 2025:



The percentage of colleagues from an intermediate or working-class background is relatively consistent across all quartiles:



This reflects the wider staffing situation in the UK charity sector, as indicated in the EY Foundation's report [Social Mobility in the Charity Sector](#).

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

## Our commitment and actions

Across our organisation, we are working towards four clear goals and taking actions to achieve them.

- **Goal 1. We are representative of diverse backgrounds and experiences.**
- **Goal 2. We are building trust.**
- **Goal 3. We embed inclusion into everything we do.**
- **Goal 4. We are addressing power imbalances that perpetuate discrimination.**

The past year saw us take positive action in building trust, for example:

- our Dignity at Work Policy;
- being more representative of diversity, including gaining [Disability Confident Level 2](#) and making inclusive re-designs of our office;
- embedding inclusion, including the work of our inclusion champions and building EDI into our mid-term strategic review;
- understanding power, including developing anti-racist principles and creating colleague learning sessions on race, microaggressions and trans awareness.

Our success in both attracting more colleagues from minoritised groups as well as our majority groups and ensuring colleagues feel able to declare their identities to us is the first step, but we want to do more to ensure representation in the upper quartiles which will help to reduce our pay gaps. We believe that our focus on reducing the gaps and our broader EDI goals has resulted in narrower pay gaps in the last year.

Our ultimate focus on reducing pay gaps remains steadfast. The most critical action for us is to increase representation of all minoritised groups across our organisation, but particularly in higher paying roles. It will be easier to analyse and address gaps once people are part of our organisation.

As we move into 2026, we will maintain momentum and deepen our impact through the following priorities:

### Represent diverse backgrounds and experiences

- Increase diversity in senior roles through targeted recruitment and development activities.
- Ensure that access to learning, development, and progression is fair and equal and accessible to colleagues from minoritised as well as our majority groups.

- Promote EDI initiatives through external communications and internal engagement to attract candidates from all backgrounds.

### Build trust

- Embed a healthy conflict culture and robust reporting channels for concerns to support a safe and supportive culture.
- Share good practice and engage our audiences internally and externally, learn and grow with others doing this work, and hold ourselves accountable for the commitments we make.

### Embed inclusion into everything we do

- Apply Equality Impact Assessments (EQIAs) and embed EDI principles in decision making and strategy development, so that we can take targeted actions and ensure policies don't unintentionally widen our pay gaps.
- Continue to improve data collection, analysis, and reporting to inform actions and measure progress, including deeper analysis into intersectional pay gaps.

### Address power imbalances that perpetuate discrimination

- Embed behaviours that contribute to an inclusive culture, build awareness of power and privilege, and cultivate a strong feedback culture.

Our focus for 2026 is about deepening impact, increasing consistency, and continuing to embed EDI into the way we work every day. We believe one benefit of this will be continuing the pattern of further reductions in these pay gaps in future years.

We have made meaningful progress but remain committed to systemic change and moving further to becoming 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.

**Martyn Dicker**  
Director of People

UNITED KINGDOM  
unicef   
for every child