

Gender Pay Gap Report 2025

At Tearfund, our aim is to create a culture of belonging where there is equity and where, irrespective of identity or background, there is equal access to opportunities. We commit to creating an environment where all staff feel valued, accepted, and that they belong.

We believe that women and men should be able to work in an environment that is inclusive, supportive and fair for all, and should be rewarded fairly and equally. Analysing our gender pay gap and taking steps to improve can help us to achieve this.

Our gender pay report (below) is set out in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. It sets out Tearfund's latest gender pay gap data, gives commentary on changes in the data, and explains our ongoing commitment to do more to close the gap further.



Tayo Bankole-Bolawole
Director of People and Culture



Silas Balraj
Chief Executive



Anna Laszlo
Chair of the Board

Summary of Results

Based on April 2025 data, Tearfund's median gender pay gap is 11.76%. This is a 1.45% decrease when compared with 2024 (2024: 13.21%). Our mean gender pay gap is 7.47%, a decrease of 1.64% on last year (2024: 9.11%).

The gender pay gap is calculated using hourly pay data for employees in England, Scotland, and Wales, as well as British Nationals working outside the UK who were employed on 5 April 2025.

A total of 326 employees met this criterion. This represents a decrease of 104 relevant employees compared with the previous year. The gender distribution remained broadly consistent, with women accounting for 60.12% of employees and men 39.88% (2024: 61.22% women and 38.78% men).

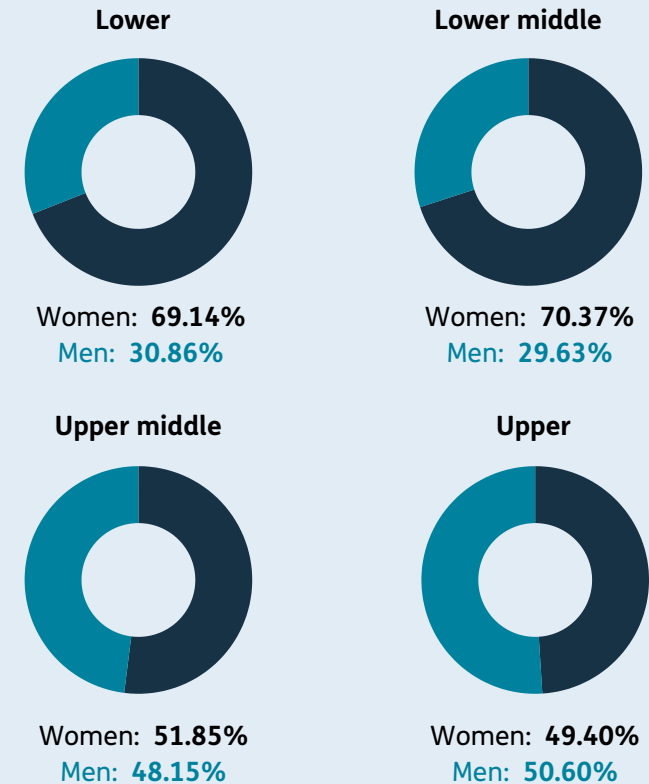
Women continue to be underrepresented in the upper two pay quartiles and overrepresented in the lower two pay quartiles:

- Women make up 49.40% of staff in the **upper quartile**; this is a slight decrease on the previous year. While within a balanced range, this is under-representation when considering women across the organisation overall (60.12%).
- Women make up 69.14% of staff in the **lower quartile**, showing continued concentration of women in the lowest pay band. However, the decrease from 76.74% in 2024 is positive movement toward balance, though material imbalance still exists.

Overall representation of men and women



The proportion of men and women in each pay quartile

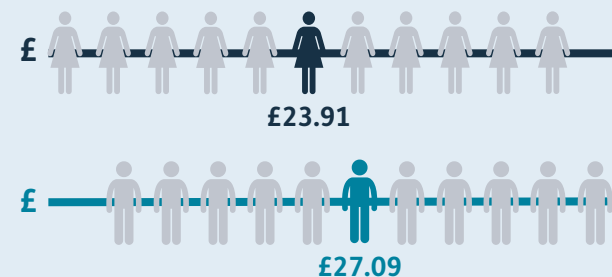


What does the data show?

There are a number of factors that contribute to our gender pay gap and it can be difficult to pinpoint and explain. The key reasons for our gender pay gap, and the change compared to last year are likely to include the following:

- The overall trend shows a positive narrowing of the mean gender pay gap.
- Salary sacrifice arrangements continue to widen the pay gap for women at the median level. In 2025, the Median Gender Pay Gap was 11.54% before salary sacrifice but widened to 11.76% after salary sacrifice was applied. This indicates that the take-home pay for women at the median is more heavily impacted by salary sacrifice choices than it is for men.
- Between 2024 and 2025, the Mean Gender Pay Gap decreased by 1.64 percentage points. This improvement reflects a faster rate of salary growth for women. Although the total headcount reduced from 430 to 326 over the same period, the underlying trend shows a consistent closing of the gap across the remaining workforce.
- The gap is narrowing primarily because the mean hourly rates for women increased by a greater percentage than the mean hourly rates for men.
- The mean hourly rates for women increased by 8.07% (£1.87), rising from £23.16 to £25.03. The mean hourly rates for men increased by 6.15% (£1.57), rising from £25.48 to £27.05. Despite the faster growth for women, men at Tearfund still maintain a higher mean hourly rate.

Median Average Hourly Rates



The median gender pay gap tells us the difference between the midpoint salaries of men and women at Tearfund, which was 11.76% in April 2025. This is a decrease of 1.45% when compared with 2024 (13.21%).

Mean Average Hourly Rates



The Mean Gender Pay Gap (post salary sacrifice) decreased from 9.11% in 2024 to 7.47% in 2025, representing an improvement of 1.64 percentage points.

What are our priorities



Recruitment

Women value flexible working. Ensure this offering is advertised at the recruitment stage for UK roles as far as possible, including the most senior roles.

Promote closer collaboration between HRBPs and managers to ensure role design enables flexible and/or part time working as far as possible.

Ensure the Employer Value Proposition (EVP) is regularly reviewed, providing staff with a clear understanding of what they can expect from Tearfund in terms of purpose, belonging, and impact. It is also a valuable EDI tool in talent acquisition.



Development and Progression

Conduct a quarterly audit of leadership programme participation. If female or ethnic minority representation falls below representation targets, implement an intentional outreach approach to ensure equitable access.

Establish a formal feedback process with participants in our leadership and emerging leaders programmes. Use this data to identify/remove specific systemic obstacles preventing diverse talent from advancing.

Ensure internal mobility opportunities are transparent, distributed equitably and tracked by gender and ethnicity to identify exactly where diverse talent stalls within the internal pipeline.



Talent and Reward

Monitor Agile Performance Management (launched in April 2025), a new continuous-conversation approach to performance and development conversations at Tearfund that promotes continuous growth and ensures support and accountability for agreed outcomes.

Develop a revised workforce planning practice and toolkit for use by HRBPs to better align our current and future workforce with our business goals.

Pilot a 6-month internal and external mentoring scheme for staff affiliated with an inter-agency mentoring program, leveraging the Charity Mentoring Network (CMN) platform.



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