

APRIL 2026



Tony Blair Institute for Global Change: *UK Gender Pay Gap Report 2025*

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Introduction

The Tony Blair Institute for Global Change (TBI) is a not-for-profit, impact-driven organisation whose core mission is to help political leaders get things done.

We believe that fairness and equity are foundational to a high-performing organisation. We are committed to rewarding all colleagues equitably for their contribution, capability and impact, regardless of gender, and to being transparent about where gaps remain and how we are addressing them.

Our 2025 gender pay gap data reflects an organisation that continues to grow in size and complexity. While we are proud of the near-parity of women and men in our highest-paid roles, and of the strong female representation across our broader workforce, we recognise that our overall pay gap has widened since last year's report, and that this requires honest explanation and sustained action.

02

TBI Global Headcount

As of April 2025, TBI employed 276 people in the UK, with a global workforce of over 700 people across our consulting, policy and operational functions. Women represent 57% of our UK workforce and men 43%. Our CEO is female, and women hold leadership roles at all levels of the organisation.

Over the past year, TBI has continued to expand its global delivery and leadership capability, alongside significant investment in our organisational infrastructure. This includes the development of new career frameworks, a global grading structure and a refreshed approach to managing reward.

Gender Pay Gap Results for TBI’s UK Workforce

We set out below the gender pay gap data for TBI’s UK workforce as of April 2025.

FIGURE 1

April 2025 total UK employee pay quartile population

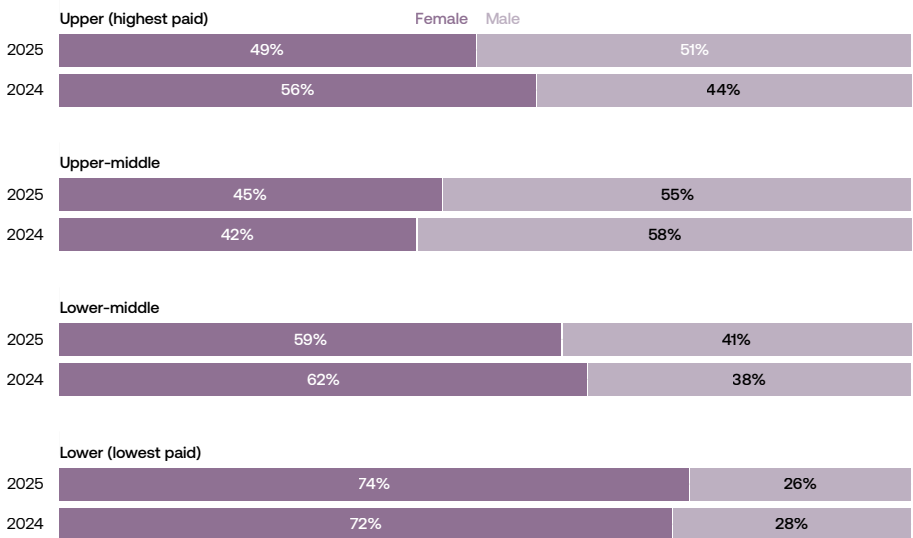


Figure 1 shows the proportion of women and men across each pay quartile within TBI’s UK workforce. Women retain near-parity in our highest-paid quartile at 49%, though this represents a reduction from 56% in 2024, reflecting the growth of senior and specialist roles in which male representation is higher. In the upper-middle quartile, female representation has improved from 42% to 45%. The lower-middle quartile has also seen a modest improvement in balance, moving from 62% to 59% female.

FIGURE 2

April 2025 UK hourly pay gap

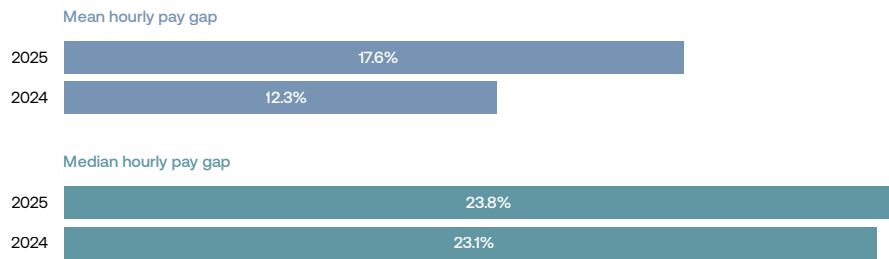


Figure 2 shows the difference in mean and median hourly earnings between women and men. Our mean hourly pay gap has increased from 12.3% in 2024 to 17.6% in 2025. Our median hourly pay gap has remained broadly stable, moving from 23.1% to 23.8% over the same period.

The widening of the mean gap reflects the continued growth of higher-paid, specialist and senior roles within our UK workforce, in which men remain disproportionately represented. As in previous years, our gender pay gap is driven by the distribution of women and men across roles and levels, and not by differences in pay for equivalent work.

FIGURE 3

April 2025 UK bonus pay gap

METRIC	2025	2024
MEAN BONUS PAY GAP	-526.9%	7.2%
MEDIAN BONUS PAY GAP	-56.6%	-285.8%
% OF WOMEN RECEIVING BONUS	9.4%	N/A
% OF MEN RECEIVING BONUS	14.9%	N/A

Like many organisations, TBI uses variable pay selectively to recognise and retain individuals in senior and specialist roles. In 2025, bonus participation remained limited, with 9.4% of women and 14.9% of men receiving a bonus payment.

Among those who did receive a bonus, women's average payments were considerably higher than men's, which is reflected in the negative mean and median bonus gaps. This outcome is primarily driven by the concentration of the highest-value awards among a small number of senior female leaders in incentive-eligible roles. This is consistent with the strong representation of women at the most senior levels of the organisation.

Given the small and selective nature of our bonus population, these figures are subject to year-on-year volatility and should be read alongside our broader pay data. We are continuing to review our approach to variable pay to improve consistency, transparency and accessibility across the organisation.

03

Closing the Gender Pay Gap at TBI

TBI is committed to building an inclusive and balanced workforce with representation and pay equity at all levels. We recognise that closing the gender pay gap requires sustained, structural effort and we are taking tangible steps to achieve this goal.

Since our 2024 report, we have made meaningful progress against the commitments we set out. Our new promotion policy, launched in early 2025, has introduced a more transparent and consistent promotion process across the organisation. Our new capability framework, also launched in 2025, provides all colleagues with clearer pathways for career development and progression. And we have completed the design of a new global pay framework, anchored to external market data across our global workforce, which will bring greater consistency and equity to how roles are defined and rewarded.

Looking ahead, our priorities include:

- Implementing our new global pay framework, ensuring pay ranges are consistently applied and that managers have the tools to make equitable pay decisions
- Deepening our focus on progression equity, with particular attention to the transition from lower-paid into mid-tier roles, where female representation imbalances are most pronounced
- Evolving our incentive design, broadening access to variable pay over time in a way that is consistent, transparent and equitable across gender and seniority
- Continuing regular pay equity reviews, using our new grading and benchmarking infrastructure to monitor and address disparities on an ongoing basis
- Sustaining our investment in learning and development, supporting all colleagues to build the skills and experience needed to progress
- We are proud of our progress to date and resolute in our commitment to building a working environment where every colleague can thrive.

Declaration

I confirm that the data reported is accurate.






A handwritten signature in black ink, appearing to read 'Catherine Rimmer', written in a cursive style.

Catherine Rimmer

Chief Executive Officer

Tony Blair Institute for Global Change

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