MEDECINS SANS FRONTIERS
GENDER PAY GAP REPORT 2025

Driving equity, diversity and inclusion at MSF UK remains one of our core organisational priorities. We are committed to reducing our gender pay gap and to strengthening our understanding of how pay outcomes intersect with gender, ethnicity, and disability. Taking an intersectional approach enables us to better understand how overlapping identities shape workforce outcomes.

This report reflects the snapshot date of 5 April 2025. As MSF UK has once again surpassed the 250-employee statutory reporting threshold, we are legally required to publish our gender pay gap data. We have previously reported voluntarily as part of our commitment to transparency and accountability.

We are encouraged by the strong representation of women across the organisation, including within leadership roles. However, gender pay gap reporting measures the distribution of men and women across pay levels, rather than equal pay for the same work. The gap is primarily influenced by occupational distribution and the concentration of staff within different pay quartiles.

Due to our small staff group size, small changes can have a large impact on our data. We are also a global organization that has a commitment to global mobility of our staff. Therefore, as we host many staff in the UK on behalf of other MSF offices, this may create outliers in our data, which in turn may disproportionately impact our Gender Pay Gap.

We will continue to focus on structural progress through talent development, equitable progression pathways, and inclusive workforce practices, while strengthening our data to enable more robust ethnicity and disability analysis in future reporting cycles.

WHAT IS THE GENDER PAY GAP?

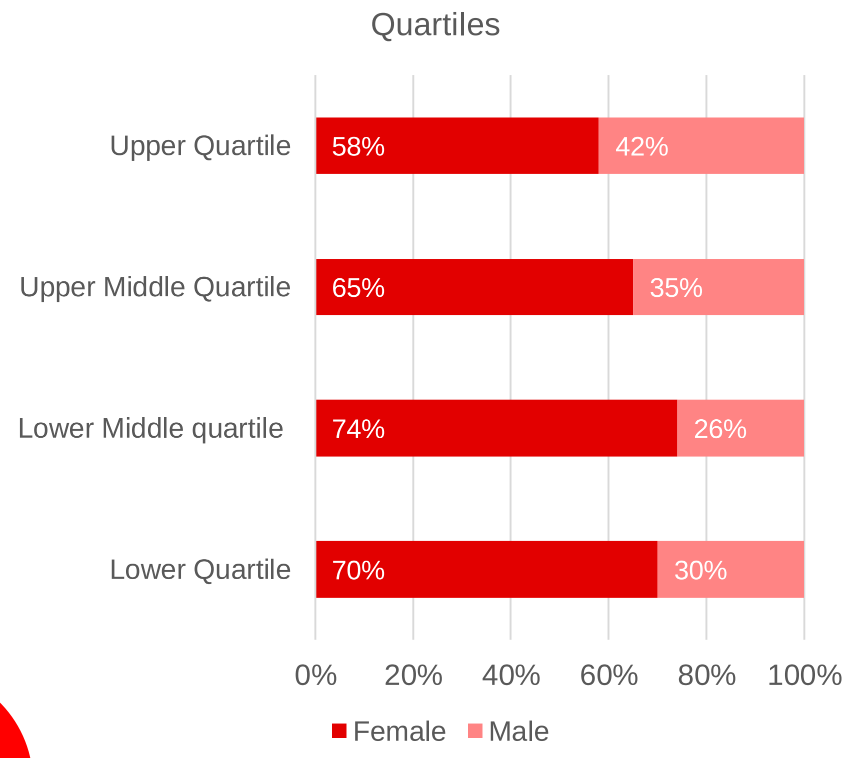
The gender pay gap measures the difference in average hourly earnings between men and women across the organisation, regardless of role.

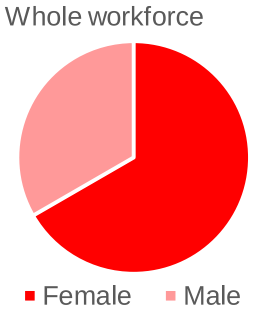
It is calculated by comparing the average pay of men and women and presenting the percentage difference between them. Importantly, the gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid the same for performing the same or equivalent work. The gender pay gap reflects how men and women are distributed across different pay levels within the organisation.

Under UK regulations, reporting is based on legal sex. We recognise that sex and gender are more complex than binary categories, and we remain committed to respectful and responsible data handling. The data in this report is informed by staff and is a mixture of staff’s legal sex and of staff’s declared gender identity.

2025 – Compulsory Reporting

Mean Gender Pay Gap	12.16%
Median Gender Pay Gap	19.90%
Mean Bonus Gender Pay Gap	2.94%
Median Bonus Gender Pay Gap	49.31%
Proportion of Females receiving a bonus	17.61%
Proportion of Male receiving a bonus	18.18%





What are we doing to address the Gender Pay Gap?

- We support requests for agile and flexible working and recognise that this can particularly benefit staff with childcare responsibilities by supporting continuity in career progression. We will continue to normalise and promote flexible and hybrid working for all employees. Where appropriate, we will consider providing guidance or training for managers to ensure that flexible working arrangements do not unintentionally limit access to development or progression opportunities.
- We are reviewing our policies to ensure they are designed with equity in mind. This includes exploring the impact of career breaks and reduced working hours on progression and pay and revising policies to ensure they are family-friendly across all levels of seniority.
- We contribute to international initiatives, such as the MSF International Reward Review, which helps to address gender inequalities in our workforce.
- We have successfully lobbied within MSF to increase pay for the lowest quartile of Internationally Mobile Staff (IMS) in 2025. In addition, the lowest entry level for IMS was removed in October 2023, raising the salary baseline for this group. As women are proportionately more represented within the lower pay quartiles of IMS, these changes are expected to have a positive impact on closing the gender pay gap over time.

What are we doing to address the Gender Pay Gap?

- Our Annual Performance Review (APR) process has been revamped and rolled out to support greater consistency in performance ratings across teams. This will enable us to calibrate outcomes more effectively and identify any inconsistent patterns that may emerge.
- We are committed to ensuring equitable access to development and progression opportunities. This includes tracking the allocation of stretch projects, leadership exposure and development programmes, and ensuring that leadership development and coaching are offered equitably across genders.
- We are committed to minimising bias in everyday management practices. This includes equipping leaders with inclusive decision-making skills, supporting objective feedback and fair performance conversations, and encouraging leaders to challenge assumptions, particularly around availability and ambition. Where possible, we will continue to use diverse panels for recruitment and promotion decisions.
- Leadership commitment remains central to closing the gender pay gap. Leaders play a critical role in modelling inclusive behaviour, ensuring fairness in decision-making, and championing transparent and equitable systems. Sustained and consistent leadership focus is one of the most effective drivers of long-term structural change.

Specific contextual information

- Women remain more highly represented in lower and lower-middle pay quartiles than in upper quartiles. This distribution pattern contributes to our overall gender pay gap figure. The effect is particularly visible within our Internationally Mobile Staff (IMS) cohort, where certain entry-level roles have historically been more female-dominated. As a result, women are more concentrated in the lowest earning quartiles within that staff group.
- Although MSF UK has surpassed the 250-employee reporting threshold, we remain a relatively small workforce. In organisations of this size, modest changes in recruitment, departures or senior appointments, at the snapshot date can have a proportionally larger impact on annual gender pay gap figures.
- Despite year-on-year fluctuation, MSF UK's gender pay gap remains below the UK national average for all employees.

Frequently Asked Questions

- What does the 12.16 figure mean? The gender pay gap measures the difference in average hourly earnings between men and women across the organisation, not differences in pay for individuals doing the same job. In 2025, MSF UK's mean gender pay gap is 12.16%. This is influenced primarily by occupational distribution, with women representing a higher proportion of staff in lower and lower-middle quartiles, and men proportionally more represented in some higher-paid roles.
- Why has the gap increased since last year? The change from 9% in 2024 to 12.16% in 2025 reflects shifts in workforce composition at the April 2025 snapshot date rather than structural changes to pay frameworks. As an organisation with a fluctuating workforce, relatively small changes in senior recruitment, departures, or international deployment patterns can influence the annual percentage.
- How does this compare nationally? The UK national gender pay gap in April 2025 was 12.8% when including both full-time and part-time employees. MSF UK's 12.16% sits slightly below that national figure. While comparison with national data provides useful context, our focus remains on understanding and addressing internal distribution patterns within our own workforce.
- Is this about unequal pay for the same job? No. The gender pay gap measures overall differences in average earnings across the organisation. MSF UK operates structured pay frameworks, and individuals performing the same role are paid according to the same salary scales regardless of gender. The reported gap reflects distribution across grades, not unequal pay for equal work.
- Why is the median bonus gap so high? Bonus payments apply only to Internationally Mobile Staff (IMS) and are calculated using a fixed, loyalty-based formula linked to length of service. Because the IMS cohort is relatively small, differences in tenure distribution at the snapshot date can significantly affect median figures. The data does not indicate unequal access to bonuses, as eligibility is standardised.