

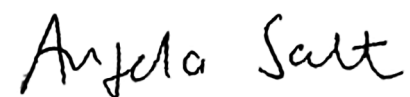
Ethnicity pay gap report 2020

Girlguiding is passionate about helping to build a society where all girls have equal opportunities to fulfil their potential. We believe tackling differences in pay between people of different ethnicities (the 'ethnicity pay gap') is an important step towards this.

With this in mind, we are pleased to publish our first ethnicity pay gap report. While ethnicity pay gap reporting is not yet a legal requirement for UK employers, we see it as a key part of our commitment to diversity and inclusion.

I can report that overall Girlguiding has a small ethnicity pay gap in favour of ethnic minority employees.

This report presents and explains the data we've collected.



Angela Salt
Chief Executive

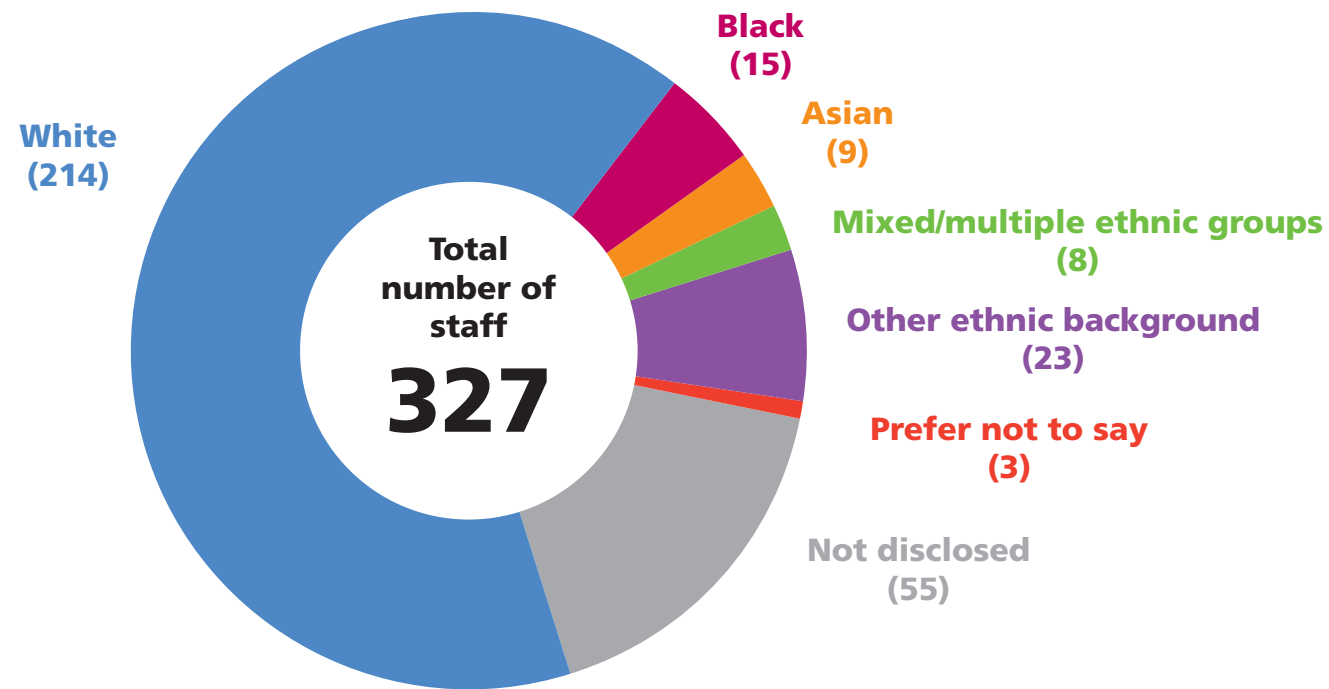
Our commitment to equality

Girlguiding is committed to equal opportunities and equal treatment for all employees, regardless of age, disability (physical or mental), gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.

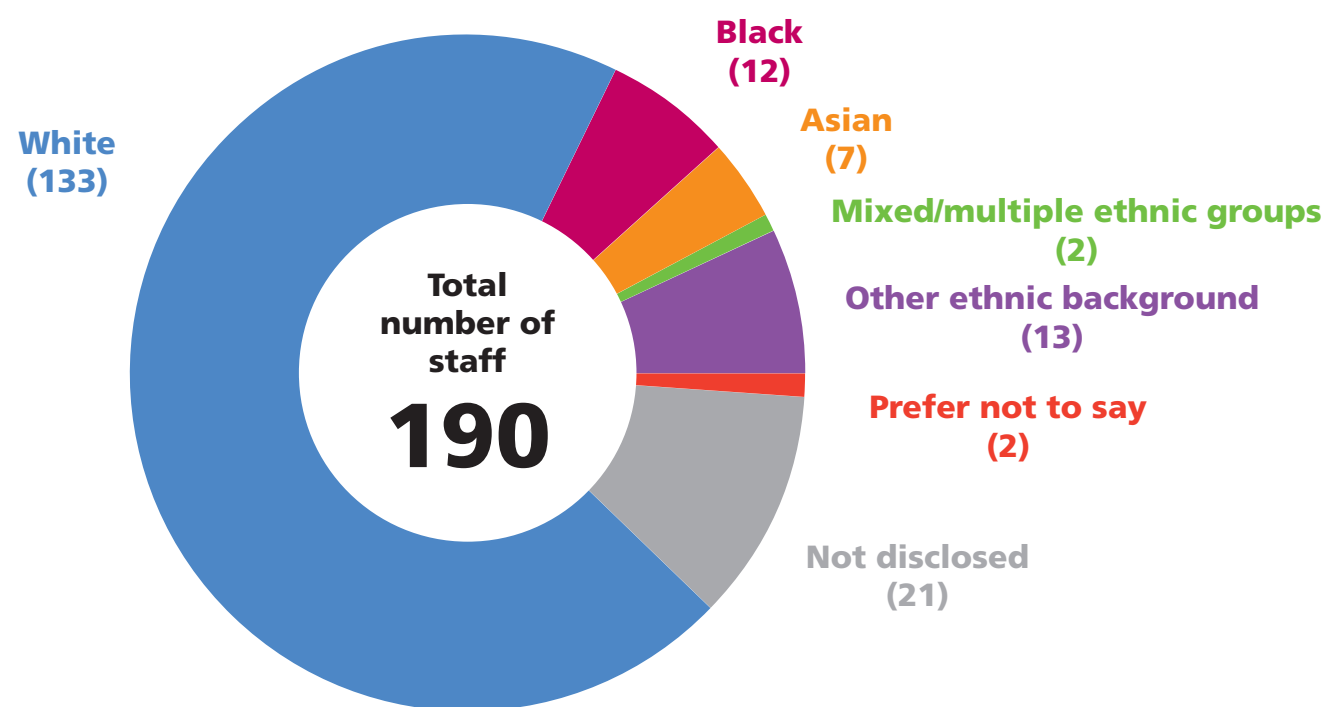
We have a clear pay structure to make sure we reward our employees fairly, and without discrimination, for the work they do.

Staff numbers

'Relevant employees' are all employees employed on the snapshot date of 5 April 2020, including those on furlough. On 5 April 2020 we had 327 relevant employees, broken down by ethnicity as follows:



'Full pay relevant employees' are employees not on furlough and who are paid their usual full basic pay from 1-30 April 2020. On 5 April 2020, excluding employees on furlough, we had 190 full pay relevant employees broken down by ethnicity as follows:



Key findings

- On 5 April 2020, the day we collected the data for this report, we had 327 relevant employees. 214 were white, 55 were from a minority ethnic background, 55 didn't disclose their ethnicity and three preferred not to say. Of these staff, 91 were furloughed because of the Covid-19 pandemic. We've omitted staff on furlough from this data, in line with gender pay gap guidance and in the absence of ethnicity pay gap guidance.
- Of the Girlguiding staff who disclosed their diversity information, all the minority ethnic groups received higher pay compared to the white ethnic group, except for the mixed/multiple ethnic group. Overall, mean pay for staff from ethnic minorities was 9% higher than for white staff, and median pay was 5.7% higher.
- Of the 91 staff furloughed when we collected this data on 5 April 2020, 68.1% were white, and 17.6% were from an ethnic minority. Full pay relevant employees were made up of 70% white employees and 17.9% from ethnic minorities, so similar percentages to staff furloughed.

Ethnicity pay gap

The **mean*** ethnicity pay gap:

$(A - B) \div A \times 100$ where A = white hourly rate, and B = ethnic minority hourly rate

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	133	19.35	
Black	12	21.55	(11.3)
Asian	7	20.41	(5.5)
Mixed/multiple ethnic groups	2	17.61	9.0
Other ethnic background	13	21.58	(11.5)
Prefer not to say	2	28.61	(47.8)
Not disclosed	21	10.68	44.8
Total	190		

*The **mean** is the sum of all the numbers in the set divided by the amount of numbers in the set.

The **median**** ethnicity pay gap:

$(A - B) \div A \times 100$ where A = white hourly rate, and B = ethnic minority hourly rate

Ethnic origin	Full pay relevant employees	Median hourly rate (£)	Median pay gap (%)
White	133	18.56	
Black	12	20.07	(8.1)
Asian	7	19.84	(6.9)
Mixed/multiple ethnic groups	2	17.61	5.1
Other ethnic background	13	18.56	-
Prefer not to say	2	28.61	(54.1)
Not disclosed	21	8.56	53.9
Total	190		

The **median is the middle point of a number set, in which half the numbers are above the **median** and half are below.

Key finding

- The mixed/multiple ethnic group received 9% less mean pay and 5.1% less median pay than the white group. However, the difference is relatively small at £1.74 per hour at the mean, and 95p at the median. It's also important to note that the mixed/multiple ethnic group consists of only two full pay relevant employees compared with 133 white ethnic group employees.

Understanding the data

The ethnicity pay gap shows the difference between the **average** (mean or median) earnings of white and ethnic minority employees. The ethnicity bonus pay gap is the difference between the average bonuses white and ethnic minority employees receive.

These are expressed as a percentage of white employees' earnings, for example, 'ethnic minority employees earn 15% less than white employees'.

A calculation of less than one shows there's no pay gap. A negative calculation demonstrates there's a gap in favour of ethnic minority employees and is shown in the tables in brackets.

For gender pay reporting, employers are required to provide seven calculations and we use those calculations in this report:

1. Mean* ethnicity pay gap
2. Median** ethnicity pay gap
3. Mean* bonus ethnicity pay gap
4. Median** bonus ethnicity pay gap
5. Proportion of ethnic minority employees receiving a bonus payment
6. Proportion of white employees receiving a bonus payment
7. Proportion of white and ethnic minority employees in each quartile pay band

In line with gender pay gap guidance and in the absence of ethnicity pay gap guidance, we have omitted staff on furlough during this pay period from the 2020 data, as we paid furloughed staff 80% of their usual full basic pay.

Of the 91 staff furloughed in the relevant pay period, 68.1% were white, and 17.6% were ethnic minority. One method to determine whether furlough has significantly impacted the figures is to establish the proportion of white employees and ethnic minority employees that were furloughed (and subsequently removed) from the calculations in comparison with the entire full pay relevant employee make-up. Our full pay relevant employees on the snapshot date was made up of 70% white employees and 17.9% ethnic minority, similar percentages to staff furloughed.

Bonus payments

The **mean*** bonus ethnicity pay gap:

$(A - B) \div A \times 100$ where A = white hourly rate, and B = ethnic minority hourly rate

Ethnic origin	Total employees	Received bonus (£)	Received bonus (%)	Mean bonus rate (£)	Mean bonus gap (%)
White	214	64	29.9	270.70	
Black	15	7	46.7	328.57	(21.4)
Asian	9	4	44.4	237.50	12.3
Mixed/multiple ethnic groups	8	2	25.0	150.00	44.6
Other ethnic background	23	2	8.7	275.00	(1.6)
Prefer not to say	3	-	-	-	-
Not disclosed	55	4	7.3	168.75	37.7
Total	327	83	25.4		

*The **mean** is the sum of all the numbers in the set divided by the amount of numbers in the set.

The **median**** bonus ethnicity pay gap:

$(A - B) \div A \times 100$ where A = white hourly rate, and B = ethnic minority hourly rate

Ethnic origin	Total employees	Received bonus (£)	Received bonus (%)	Median bonus rate (£)	Median bonus gap (%)
White	214	64	29.9	175.00	
Black	15	7	46.7	350.00	(100.0)
Asian	9	4	44.4	175.00	-
Mixed/multiple ethnic groups	8	2	25.0	150.00	14.3
Other ethnic background	23	2	8.7	275.00	(57.1)
Prefer not to say	3	-	-	-	-
Not disclosed	55	4	7.3	75.00	57.1
Total	327	83	25.4		

The **median is the middle point of a number set, in which half the numbers are above the **median** and half are below.

Key finding

- In 2020 we made 98 bonus payments to 83 members of staff, of whom 64 (77%) were white, 15 (18%) were minority ethnic, and four didn't disclose their ethnicity. These percentages broadly match the breakdown of our full pay relevant employees. Bonuses include long-service awards, vouchers and bonus payments. The individual cash sums involved are relatively small, which reflects our policy of not paying large bonuses to individual members of staff.

Reviewing salaries, benefits and bonuses

In line with good practice, Girlguiding reviews our staff's salaries and benefits every three years with oversight by our trustee Remuneration Committee. In 2019/20 we did a comprehensive salary and benefits review, which was implemented in 2021. A specialist external company benchmarked all our job descriptions against those of almost 300 other charities. We also introduced a new pay structure.

To make sure we're objective and consistent, we evaluate all new or revised jobs using a robust job evaluation tool, and look at external charity sector market salary data.

We overhauled our practice on bonus payments as part of our review too. Rather than quarterly bonus awards, our top 10% high achievers will now receive a single, annual, robustly-moderated bonus award. In line with good practice, we have also removed service-related awards for new staff.

Pay quartiles

The proportion of staff by ethnicity in each quartile pay band:

Ethnic origin	Full pay relevant employees	Full pay relevant employees (%)	Lower quartile (%)	Lower mid quartile (%)	Upper mid quartile (%)	Upper quartile (%)
White	133	69.9	57.5	74.9	72.3	74.9
Black	12	6.3	2.1	6.3	12.8	4.2
Asian	7	3.7	-	4.2	4.3	6.3
Mixed/multiple ethnic groups	2	1.1	-	2.1	2.1	-
Other ethnic background	13	6.8	2.1	10.4	4.3	10.4
Prefer not to say	2	1.1	-	-	2.1	2.1
Not disclosed	21	11.1	38.3	2.1	2.1	2.1
Total	190	100				

Key finding

- Ethnic minority groups are spread across pay bands fairly evenly, with all the ethnic groups represented in the highest-earning quartile except for the mixed/multiple ethnic group.

Conclusion

While the results of our first ethnicity pay gap report are positive overall, for future reporting, more complete data will mean we can draw more accurate conclusions.

A relatively high number of staff (12.1%) chose not to disclose their ethnicity. Furlough also had an impact on the data.

An important part of our diversity and inclusion action plan is to continue working towards a more inclusive workplace. Ultimately our aim is to create an environment where all staff feel comfortable answering all the questions in our diversity questionnaire.

We're taking action to achieve this, and gather more comprehensive data that will better inform our diversity and inclusion action plan. For example, we expect to implement a new HR system in late 2021, where employees can more readily input their own information.