

Gender pay gap report 2022

Girlguiding is passionate about helping to build a society where all girls and young women have equal opportunities to fulfil their potential. We believe tackling differences in pay between men and women is an important step towards this. We welcome our legal obligation to report on our gender pay gap – the average difference in pay between the men and women who work for Girlguiding.



Our commitment to equality

Girlguiding is committed to the principles of equal opportunities and equal treatment for all employees, no matter their age, disability (physical or mental), gender reassignment, marriage or civil partnership, pregnancy, maternity, race, religion or belief, sex or sexual orientation.

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

Introduction

From our research we know that equal pay and gender pay gap reporting is an important part of tackling gender inequality. We make sure we reward all our staff equitably, and our members can be confident we're demonstrating our values in practice.

In January 2021 we introduced a new salary structure, where everyone is on the same salary for the same level of role. Our new policy means we no longer negotiate salaries, so pay is equal and transparent across our organisation.

From 2017 when we began reporting on our gender pay gap, to 2020, we had a small pay gap in favour of women, or no pay gap at all. In 2021, we had a very small gap in favour of men. In 2022, we also had a relatively small gap in favour of men. Any difference in average hourly earnings has been consistently small.

In 2022 our mean gender pay gap was 8.6% in favour of men employees, a £1.83 hourly pay difference. This figure is below the average gender pay gap in the UK of 14.9% for the same period, as reported by the Office for National Statistics. We work out the mean for each gender by adding all women/men employees' pay, then dividing it by the number of women/men employees we have.

I can also report that we had a 12% gap at the median in favour of men employees (£2.47 hourly pay difference). We work out the median for each gender by listing all our women/men employees' pay from lowest to highest. The number in the middle is the median pay.

The mean is the more representative statistic, as we don't have any very high or low paid employees distorting our data.

A key reason for our relatively small gap is that among Girlguiding's top quarter of earners, 75% of the roles men currently hold attract a market premium. We have to pay a premium to make sure the salary attracts candidates with the right skills and experience. Only 34% of Girlguiding's roles currently held by women in the top quartile attract a market premium.

Deciding to offer a market premium happens before we advertise a role – it has nothing to do with the person in the role. Our pay practices are objective and transparent, with a clear separation between the role and the person in the role. The vast majority of our top 25% of earners are women (53 women compared to 16 men).

Another factor is that only 17% of our full pay relevant employees are men. This atypical workforce balance influences our data. It takes only a few men with a higher salary within the relatively small number of men to distort the average hourly pay for men.

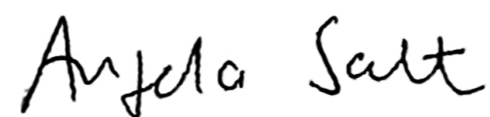
Nonetheless, we would of course prefer to have no gender pay gap at all and will work hard to address this. These results demonstrate that we must continue our

mission to make sure girls and young women have equal opportunities, now and in the future.

The gender pay gap is a societal challenge and exists for four key reasons: there are more men in senior roles than women; caring responsibilities and part-time roles are shared unequally; women are often in low paid roles and sectors; and women are paid less than men for the same role.

Through our programme of activities, we are giving girls aged 4 to 18 the chance to learn new skills in everything from coding to aviation, managing money to construction. We're helping to challenge stereotypes and create a future where you can be anything you want to be.

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



Angela Salt
Chief Executive

Our legal obligations

As a UK employer with over 250 employees, by law we have to publish data about our gender pay gap each year, including our:

- Mean gender pay gap
- Median gender pay gap
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of men and women employees receiving a bonus payment
- Proportion of men and women employees in each pay quartile

Gender pay gap means the average difference in pay between men and women.

Bonus gender pay gap means the average difference in the amount of bonus payments given to men and women.

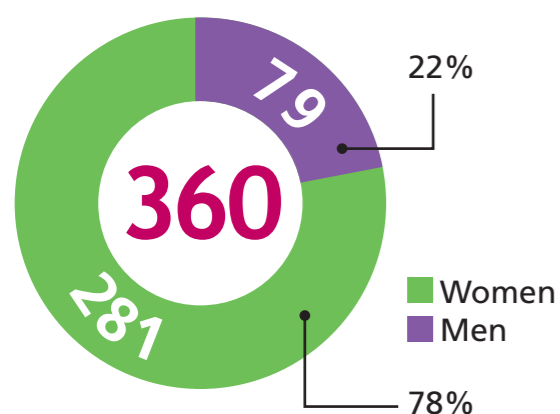
The **mean** is the sum of all the numbers in a set divided by the amount of numbers in a set.

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

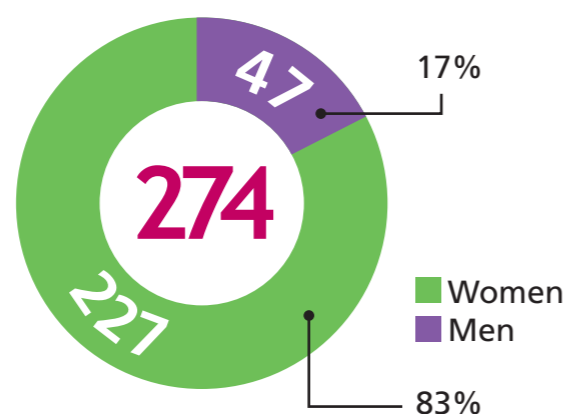
Data

Staff numbers

Relevant employees* on 5 April 2022



Full pay relevant employees**

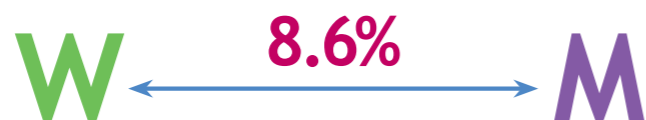


* Relevant employees are all employees employed on the snapshot date of 5 April 2022.
 ** Full pay relevant employees, included in our gender pay gap data, are employees employed on the snapshot date who are paid their usual full basic pay from 1 to 30 April 2022.

Of our 274 full pay relevant employees, 83% are women. This unusual balance influences our data. This is because it only takes a few men with a higher salary within the relatively small percentage of men to distort men's average hourly pay in comparison with women's pay.

Gender pay gap

Girlguiding's mean gender pay gap



Girlguiding's median gender pay gap



Our calculations show a relatively small gender pay gap at the mean of 8.6% (£1.83 hourly pay difference) in favour of men employees.

Women employees also have 12% lower median pay than men employees. The difference in hourly pay is again relatively small at £2.47.

The more representative statistic, as we don't have any very high or low paid employees distorting our data, is the mean pay gap of 8.6% in favour of men, or £1.83 hourly pay difference.

As explained above, a key reason for these relatively small gaps is that among Girlguiding's top quarter of earners, 75% of the roles men currently hold attract a market premium. In comparison, only 34% of Girlguiding's roles currently held by women in the top quartile attract a market premium.

Bonus pay gap

Girlguiding's mean bonus gender pay gap

-49.9%

Girlguiding's median bonus gender pay gap

11.1%

Bonus payments

	Men	Women
Number of relevant employees	79	281
Numbers of employees who received a bonus payment	10	84
Proportion of relevant employees who received a bonus payment	12.7%	29.9%

Bonuses include long-service awards, annual performance-related bonuses, and vouchers. In 2022 we gave bonus payments to 94 staff. 10 were men and 84 were women.

Our mean bonus gap in favour of women employees of -49.9% indicates that on average women employees received £104.88 more in bonuses than men employees. We paid our largest single bonuses – our annual performance-related bonus payments of £1,000 – to 21 employees. 20 were women (8% of women) and 1 was

a man (2% of men). The significantly greater proportion of women relevant employees – about 3.5 times the number of men – influences our bonus pay gap in favour of women.

We overhauled our practice on bonus payments as part of our salary and benefits review in 2019/20. Rather than quarterly bonus awards, we now have a single, annual, robustly-moderated annual performance bonus award for our top 10% of high achievers. In line with good practice, we have stopped service-related awards for new staff.

Pay quartiles

Quartile	Total men employees	Total women employees	Men employees	Women employees
Upper	16	53	23.2%	76.8%
Upper middle	12	56	17.6%	82.4%
Lower middle	7	62	10.1%	89.9%
Lower	12	56	17.6%	82.4%

In the upper quartile, 75% of roles held by men attract a market premium, compared with 34% of roles held by women. Role-related premiums, assigned to roles before advertising vacancies, are either 7% or 15% depending on the external market. There are 4% of roles held by 2 women in the upper quartile attracting a 15% premium, compared with 56% of roles held by 9 men.

Most roles that attract a 15% market premium in the upper quartile are IT and digital roles, which currently

attract more men than women candidates when advertised. 'More than 2 million people are employed in the digital sector and the industry is worth £137bn to the UK annually, however just 26% of those working in the digital sector are female.' (Women in Tech, 2022).

Girlguiding is working hard to help shift this balance. In Girlguiding unit meetings, members can use our innovate skills builder, which is focused specifically on encouraging girls to consider STEM subjects.

Conclusion

For 2022 Girlguiding reports a relatively small pay gap at the mean of 8.6% (£1.83 difference in hourly pay) in favour of men employees. The significantly greater proportion of women in our workforce influences our data. It takes only a few men with a higher salary within the relatively small percentage of men to distort the men's average hourly pay in comparison with women's pay.

As a good employer, we continue to benchmark our salary and benefits package externally every three years. Our trustee remuneration committee oversees this work.

Girlguiding
17-19 Buckingham Palace Road
London SW1W 0PT
[girlguiding.org.uk](https://www.girlguiding.org.uk)