



**Girlguiding**

# Gender pay gap report 2023

**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.**





# Introduction

We started reporting on our gender pay gap in 2018. For 4 years we had a small pay gap in favour of women, or no pay gap at all. Since 2021 there has been a small gap in favour of men. This gap decreased in 2023.

## Our pay structure

In January 2021 we implemented a new salary structure, where we introduced 13 pay levels. We incorporated appointment and anchor salaries (which replaced our previous practice of having multiple salary points). We began the practice of using market premiums to allow us to recruit harder to fill positions.

These changes mean we no longer negotiate salaries at the point of recruitment, meaning pay is equal and transparent across our organisation.

## Our gender pay gap

The figure used in gender pay gap reporting is the average hourly pay for each full pay relevant employee. This includes the annual salary, plus any allowances (like location allowance) that each employee gets. Once we have that, we calculate the mean gender pay gap and the median gender pay gap.

In 2023, Girlguiding's mean gender pay gap was 6% in favour of men meaning men are paid on average £1.30 more per hour. The median pay gap was 12% in favour of men (£2.82 hourly pay difference).

At Girlguiding, we use the mean because it is the more representative statistic. This is because we do not have outlying very high or very low paid employees distorting our data. According to research conducted by the [Civil Society](#), the mean gender pay gap in the largest 100 charities in the UK in 2022 was 10.3% in favour of men.

When reporting the average gender pay gap in the UK, the government uses the median. In 2023 the national gender pay gap was 14.3% in favour of men -

## Explaining the data

One of the main reasons behind our gender pay gap is higher earners at Girlguiding. The vast majority of our top 25% earners are women (51 women, or 72% of the group compared to 20 men, 28% of the group). However, out of all the men in that smaller group of higher earners, 65% of the roles attract a market premium. In comparison, out of all the women in that group of higher earners, only 24% of the roles attract a market premium.

We have to pay a premium for some specialist roles to make sure we attract candidates with the right skills and experience in the job market. We decide to offer a market premium before we advertise a role, based on up-to-date market and role evaluation. The premium is not linked with the person in the role.

Another significant factor behind our gender pay gap is that we have relatively few men working at Girlguiding. Only 19.4% of our full pay relevant employees (the employees we have to include in our gender pay gap report) are men and this influences our data. It only takes a few men with a higher salary within the relatively small number of men to distort the men's average hourly pay and widen our gender pay gap.

We would like to see no gender pay gap at all – at Girlguiding or in any other organisation.

The gender pay gap in society is a systemic problem and exists for a number of 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. At Girlguiding we continue to strive to solve these issues. We are working hard to address our gender pay gap through initiatives like our regular salary and benefits review. To help address the societal imbalances, through our programme of activities, we give girls aged 4 to 18 the chance to learn new skills in everything from coding to aviation, managing money to construction. We are helping to challenge stereotypes and create a future where all girls know they can do anything and can enter any field of work.

This report presents our 2023 data and explains it further.

**Angela Salt**  
CEO, Girlguiding



# The data

## Our commitment to equality

Girlguiding is committed to the principles of equal opportunities and equal treatment for all employees, regardless of 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.

## 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. This includes our:

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

In this report, we are legally required to include staff who have declared that they are a man or a woman. Staff who have not declared this or who are non-binary aren't included. This is because there is no definition of the terms 'men' and 'women' in the gender pay gap regulations, and it is for individuals to decide within which category, if at all, they fall into.

## Terminology we use

- **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.
- There are 4 **pay quartiles** – the upper quartile contains the top 25% earners. The other 3 quartiles are called upper middle, middle and lower.

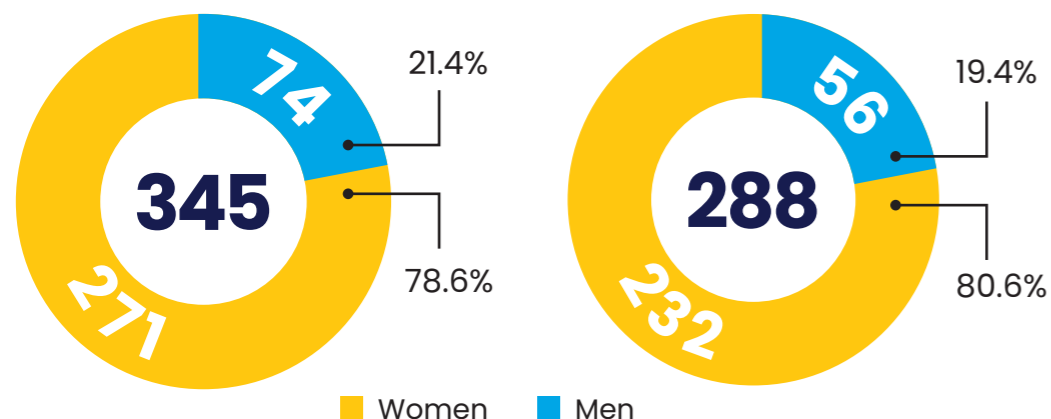


# Data

## Staff numbers

Relevant employees\*

Full pay relevant employees\*\*



\* Relevant employees are all employees employed on the snapshot date of 5 April 2023.  
 \*\* Full pay relevant employees are employees employed on the snapshot date who are paid their usual full basic pay from 1 to 30 April 2023.

## Gender pay gap

Girlguiding's mean gender pay gap



Girlguiding's median gender pay gap



Our calculations show a gender pay gap at the mean of 6% (£1.30 hourly pay difference). This means that Girlguiding has a relatively small mean gender pay gap in favour of men.

Women also have 12% lower median pay than men. The difference in hourly pay is relatively small at £2.82.

The more representative statistic, as we don't have any outlying very high or low paid employees distorting our data, is the mean pay gap of 6%, or £1.30 hourly pay difference.

A key reason for these relatively small gaps is that among Girlguiding's top quarter of earners who are men, 65% of the roles attract a market premium. In comparison, only 24% of Girlguiding's roles in the top quartile currently held by women attract a market premium.

Furthermore, of our 288 full pay relevant employees, 80.6% 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 the men's average hourly pay in comparison with women's pay.

## Bonus pay gap

Girlguiding's mean bonus gender pay gap: **2%** Girlguiding's median bonus gender pay gap: **-100%**

## Bonus payments

	Men	Women
Number of relevant employees	74	271
Numbers of employees who received a bonus payment	10	87
Proportion of relevant employees who received a bonus payment	13.5%	32.1%

Bonuses include long-service awards, annual performance related bonuses, and vouchers. In 2023 we gave bonus payments to 97 staff, 10 were men and 87 were women.

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

Our mean bonus gap in favour of women of -2% indicates that on average women received £4.34 more in bonuses than men. We paid our largest single bonus payments – our annual performance related bonus payments of £1,000 – to 17 employees: 15 women (4.8% of women) and 2 men (2.3% of men).

Our median bonus gap in favour of women of -100% is due to the higher percentage of women (5.5%) than men (2.7%) receiving our large £1,000 performance bonus in January 2023 following our 2022 performance review process.

## Pay quartiles

Quartile	Total men	Total women	Men (%)	Women (%)
Upper	20	51	28.2%	71.8%
Upper middle	13	60	17.8%	82.2%
Lower middle	7	65	9.7%	90.3%
Lower	16	56	22.2%	77.8%

In the upper quartile, 65% of roles held by men attract a market premium, compared with 24% of roles held by women. Role related premiums, assigned to roles before advertising vacancies, are either 7% or 15% depending on the external market rate.

Employees who received the 15% market premium were: 1 woman in the upper quartile (2% of women in the top quartile), compared to 8 men (40% of men in the top quartile).

Roles that attract a 15% market premium in the upper quartile are mostly IT and digital roles. These roles

currently attract more men than women candidates to apply when we advertise them. 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. For example, in unit meetings, members can use our Innovate skills builder, which is focused specifically on encouraging girls to consider science, technology, engineering and maths (STEM) subjects.



## Conclusion

**For 2023 Girlguiding reports a relatively small pay gap at the mean of 6% (£1.30 difference in hourly pay) in favour of men. This has reduced from 8.6% in 2022. The significantly greater proportion of women in our workforce influences our data. Another key factor is 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 3 years, with a review of our Salary and Benefits package taking place in 2024. Our Remuneration Committee oversees this work.**



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