

# Gender pay gap report 2021

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. So 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, 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.

# 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.

I can report that in 2021 Girlguiding had a very small gender pay gap at the mean of 4.8% in favour of men employees (£1.02 hourly pay difference). 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 6% gap at the median in favour of men employees (£1.24 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 more representative statistic, as we don't have any very high or low paid employees distorting our data, is the mean pay gap of 4.8% (£1.02 hourly pay difference). This figure is significantly below the average gender pay gap in the UK of 15.4% for the same period, as reported by the Office for National Statistics.

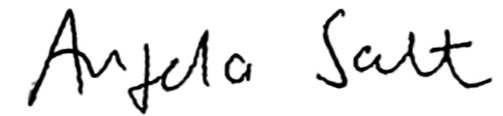
A key reason for this small gap is that among Girlguiding's top quarter of earners, 58% of the roles men currently hold attract a market premium. We're obliged to pay a premium to make sure the salary attracts candidates with the right skills and experience. In comparison, only 16.7% of Girlguiding's 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. The vast majority of our top 25% of earners are women (42 women compared to 12 men).

Only 16.4% of our full pay relevant employees are men and 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 men's average hourly pay.

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. Through our programme of activities, we're 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 the amount of bonus payments given to 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.

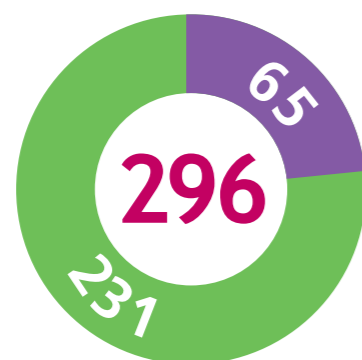
The **median** is the middle point of a number set, in which half the numbers are above the middle and half are below.

# Data

## Staff numbers

Relevant employees\* on 5 April 2021

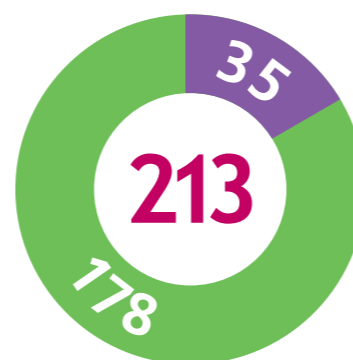
Women  
Men



\* Relevant employees are all employees employed on the snapshot date of 5 April 2021, including those on furlough.

Full pay relevant employees\*\*

Women  
Men



\*\* Full pay relevant employees are employees employed on the snapshot date who are paid their usual full basic pay from 1 to 30 April 2021.

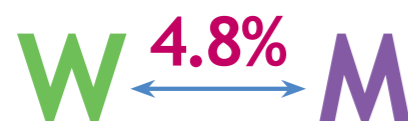
In line with gender pay gap guidance, we have omitted staff on furlough from our 2021 data, as we paid furloughed staff 80% of their usual full basic pay. Seventeen staff were furloughed in the relevant pay period, and 100% were women.

One method to determine whether furlough has significantly impacted the figures is to consider the percentage of relevant employees furloughed. In this case this is relatively small at 5.7%. As the percentage is so small we can conclude that furlough had negligible impact on our gender pay gap results.

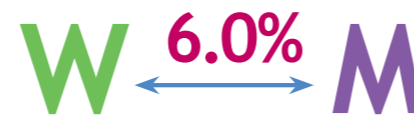
Of our 213 full pay relevant employees, 83.6% are women. This unusual balance influences our data. This is because it only takes a few men with a higher salary within the relatively small percentage of men to distort the men's average hourly pay in comparison with women's pay.

## 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 4.8% (£1.02 hourly pay difference). This means that Girlguiding has a very small mean gender pay gap in favour of men employees.

Women employees also have 6% lower median pay than men employees. The difference in hourly pay is also relatively small at £1.24.

The more representative statistic, as we don't have any very high or low paid employees distorting our data, is the mean negative pay gap of 4.8%, or £1.02 hourly pay difference.

As explained above, a key reason for these small gaps is that among Girlguiding's top quarter of earners, 58% of the roles men currently hold attract a market premium. In comparison, only 16.7% of Girlguiding's roles currently held by women in the top quarter attract a market premium.

Another factor is our pension salary exchange scheme, introduced since we reported on our gender pay gap last year. Pay gap reporting regulations say salary exchanged for pension shouldn't be included in the data. This has impacted our pay gap in favour of men, particularly as 71% of the women in our top quarter of earners take part in the scheme, compared to just 58% of men. If we included salary exchanged for pension in our calculations, our mean gender pay gap would drop from 4.8% to 3% (£1.02 to 65p difference in hourly pay).

## Bonus pay gap

Girlguiding's mean bonus gender pay gap

**35.6%**

Girlguiding's median bonus gender pay gap

**50.0%**

## Bonus payments

	Men	Women
Number of relevant employees	65	231
Numbers of employees who received a bonus payment	9	61
Proportion of relevant employees who received a bonus payment (%)	13.8%	26.41%

Bonuses include long-service awards and vouchers. In 2021 we gave 78 bonus payments to 70 members of staff, of whom nine were men and 61 women.

Our mean bonus gap in favour of men employees of 35.6% indicates that on average men employees received £43.94 more in bonuses than women employees. However, only nine men employees received a bonus payment out of our total of 296 employees. Also, almost double the proportion of women compared with men received a bonus. So the statistical averages don't provide conclusive evidence of a bonus pay gap in favour of men.

Of the nine men who received a bonus, three (33%) received £150 or higher, compared with five out of the 61 women staff (8%). All individual cash sums involved are relatively small, which reflects our policy of not paying large bonuses to individual members of staff.

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 bonus award for our top 10% of high achievers. The three men who received more than £150 in bonuses were awarded them for service-related reasons. However, in line with good practice we have now stopped service-related awards for new staff.

## Pay quartiles

Quartile	Total men employees	Total women employees	Men employees	Women employees
Upper	12	42	22.2%	77.8%
Upper middle	8	45	15.1%	84.9%
Lower middle	4	49	7.5%	92.5%
Lower	11	42	20.8%	79.2%

If we included salary exchanged for pension, our upper quartile of earners would rise to 81.5% women – more aligned with our 83.6% of full pay relevant employees that are women.

In the upper quartile, 71% of women, compared with 58% of men, participate in pension salary exchange.

# Conclusion

Since we began reporting on our gender pay gap, we have had a small pay gap in favour of women, or no pay gap at all. In 2021, we had a small gap in favour of men. Any difference in average hourly earnings has been consistently small.

For 2021 Girlguiding reports a very small pay gap at the mean of 4.8% (£1.02 difference in hourly pay) in favour of men employees. This drops to 3% (65p difference in hourly pay) if we include salary exchanged under pension salary exchange. 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.

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