



Girlguiding

Ethnicity pay gap report 2024

Girlguiding is passionate about helping to build a society where all girls grow up to enjoy equal opportunities to fulfil their potential. We believe tackling average differences in pay between White staff and staff from other ethnic groups is an important step towards this.

That's why we're glad to publish our fifth ethnicity pay gap report. While ethnicity pay gap reporting isn't a legal requirement for UK employers, we see it as a key part of our commitment to equity, diversity and inclusion.



Message from our CEO

Girlguiding is committed to equal opportunities and equal treatment for all our employees. We have a clear pay structure to make sure we reward employees fairly, and without discrimination, for the work they do. All our staff are paid the same for the same work.

We recognise that we're operating in a society where people of colour face structural and systemic issues in the workplace. We also understand the importance of representation and role models for girls and young women of colour. So we're acutely conscious of our responsibility to support greater racial and ethnic diversity throughout Girlguiding, and particularly at senior levels.

In 2024, Girlguiding's ethnicity pay gap was 5.1% in favour of White staff. This means White staff were paid on average £1.24 more per hour.

Regrettably, despite our efforts, our ethnicity pay gap has widened compared to 2023. This is largely due to us losing the staff who worked at our 5 activity centres, which closed in December 2023. This caused a fall in the number of White staff in our bottom 25% of earners, and a change in our ethnicity pay gap in this quartile. The profile of our upper 3 quartiles of earners is the same as in 2023. It's also the case that most of our higher-earning staff are White. You will see more analysis in the executive summary.

This report highlights the need for us to increase our efforts to make Girlguiding more inclusive and representative of people of colour. This is already one of our strategic priorities. And we've made good progress on it in recent years through initiatives like our race equity training programme for staff and volunteers, race equity unit meeting activity pack, and first Black History Month badge ([find out more about how we're working to become more inclusive](#)). Our Trustee board is also more ethnically diverse than it used to be.

But we need to do more – particularly around increasing the diversity of our staff and volunteer senior leadership. Our aim, as ever, is for Girlguiding to be a place where everyone is welcome and free to be themselves. We need to do better and are committed to improving.

Angela Salt
CEO, Girlguiding

Executive summary

In 2024, Girlguiding's ethnicity pay gap was 5.1% in favour of White staff. This means White staff were paid on average £1.24 more per hour. This gap has changed since 2023, when we had a gap in favour of staff identifying as being from other ethnic groups of 4.6%. This meant staff from other ethnic groups were on average paid £1.06 more per hour.

There are 2 main reasons for the gap this year:

The closure of our activity centres

At the end of 2023 Girlguiding closed its 5 activity centres. This is the main factor driving the increase in our ethnicity pay gap.

Many people who worked at our activity centres were in our lowest-paid quartile (25%) of earners. Also, more of the staff at our centres were either White or didn't declare their ethnicity, compared to Girlguiding staff as a whole.

Now the ethnic profiles of people holding roles in our lower quartile are more in line with those across the rest of the organisation, shifting our ethnicity pay gap in favour of White staff.

More of our highest-earning staff are White

16.2% of staff in our upper quartile of earners are from other ethnic groups. This is broadly comparable with the same figure for the overall make-up of our organisation (17.7%). However, the number of staff in other ethnic groups in the upper quartile has fallen slightly since last year, when it was 19.8%, meaning there are now more White staff in this group. This is particularly evident at executive leadership level, where all staff identify as White.

Our approach to pay

We decide pay grades transparently and objectively across Girlguiding. All staff, regardless of ethnicity, are paid the same for the same work. The ethnicity pay gap is not about individuals receiving different pay for doing the same or equivalent work. It's about average pay for White staff and average pay for staff from all other ethnic groups, regardless of role or seniority.

Girlguiding's pay structure is based on clearly defined, evaluated job levels. We don't negotiate salaries at the point of recruitment nor at any other point while staff are employed with us. We do occasionally add market premiums (extra pay) for some specialist roles that are hard to recruit, so we can attract staff with the skills and experience we need. We decide to offer a market premium before we advertise a role, based on an up-to-date, independent market and role evaluation.



For the past 3 years, we've given a higher percentage cost-of-living pay increase to staff in lower salary bands compared to those in higher bands. This has made sure our people in these roles have always received higher pay than the National Living Wage.

Our response to the data

We're disappointed that despite our efforts, our ethnicity pay gap has shifted in favour of White staff this year. We recognise that this is due to a fall in our number of lower-earning White staff, while our upper 3 quartiles of earners is broadly the same as last year.

We're acutely conscious of our responsibility to support more diverse ethnic representation throughout Girlguiding, and particularly at senior levels – among both staff and volunteers. A focus of our equity, diversity and inclusion strategic plan is to increase representation of girls and volunteers of colour. We're doing this through initiatives including our race equity training programme, race equity unit meeting activity pack, and our first Black History Month badge. Plus, to inform our work and expand our reach we do tailored research, and run targeted marketing and influencer campaigns.

We've made significant progress in diversifying our Board of Trustees in recent years. However, this isn't yet reflected in our senior leadership team. We know we have more to do, and we're committed to building on our work so far as we learn and grow.

One of our priorities is to support staff to feel comfortable sharing their ethnicity information, so we can make sure our data is accurate. The Chartered Institute of Personnel and Development (CIPD) acknowledges the challenges around collecting data on ethnicity and the fact that not all data is available. We're working hard to address this. For example, we replaced our HR system in May 2022, so employees can now enter their ethnicity information more easily by themselves.

In 2024, 8.5% of Girlguiding full pay relevant employees either didn't disclose their ethnicity or preferred not to say, compared with 13.3% in 2023. So our disclosure figures are moving in the right direction. This means we can gather more comprehensive data to inform our equity, diversity and inclusion work.

To continue making all our staff feel welcome and included, Girlguiding has 8 staff networks:

- Access squad (access/disability)
- Pride network (LGBTQ+)
- MenoPause for thought (menopause)
- Mental health
- EmbRace (people of colour)
- People of faith
- Parents
- Parents of SEN children

Each network has a sponsor from our senior leadership team.

All our recruiting managers must attend a workshop on inclusive recruitment. We also always emphasise diversity as a priority when working with external recruitment agencies.

We're committed to continual learning and action so Girlguiding can be a place where everyone is welcome, free to be themselves, and has an equal sense of belonging – whoever they are and wherever they're from.



Understanding the data

Organisations can decide how to break their ethnicity pay data down. We have decided to break it into 2 groups, so we report on the average hourly earnings of employees from all other ethnic groups against those of White employees. In the absence of specific legislation, this is in line with the CIPD's recommendation to the government that ethnicity pay reporting should be based on the same information as gender pay gap reporting.

The **ethnicity pay gap** shows the difference between the **average** (mean or median) earnings of White employees and employees from all other ethnic groups.

The **ethnicity bonus pay gap** is the difference between the **average** bonuses White employees and employees from all other ethnic groups receive.

We show the differences as a percentage of White employees' earnings. A negative calculation shows a gap in favour of employees from other ethnic groups. We show this in the tables below in brackets.

For gender pay gap reporting, employers have to give 7 calculations. We use the same calculations in this report:

- Mean ethnicity pay gap
- Median ethnicity pay gap
- Mean bonus ethnicity pay gap
- Median bonus ethnicity pay gap
- Proportion of employees from all other ethnic groups receiving a bonus payment
- Proportion of White employees receiving a bonus payment
- Proportion of White and employees from all other ethnic groups in each quartile pay band

Terminology we use

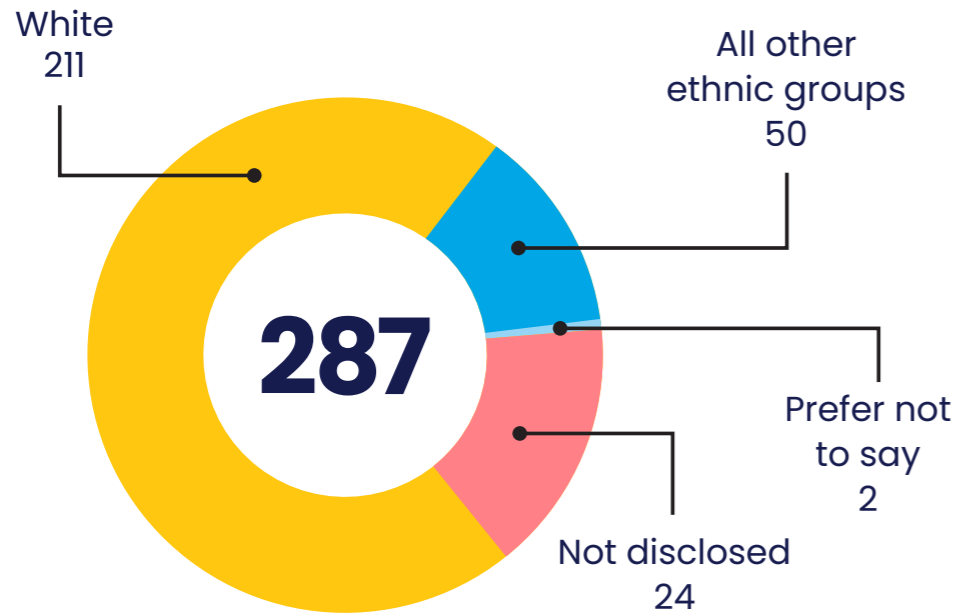
- **Ethnicity pay gap** means the average difference in pay between White employees and employees from all other ethnic groups.
- **Bonus ethnicity pay gap** means the average difference in the amount of bonus payments given to White employees and employees from all other ethnic groups.
- The **mean** 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% of earners. The other 3 quartiles are called upper middle, middle and lower.



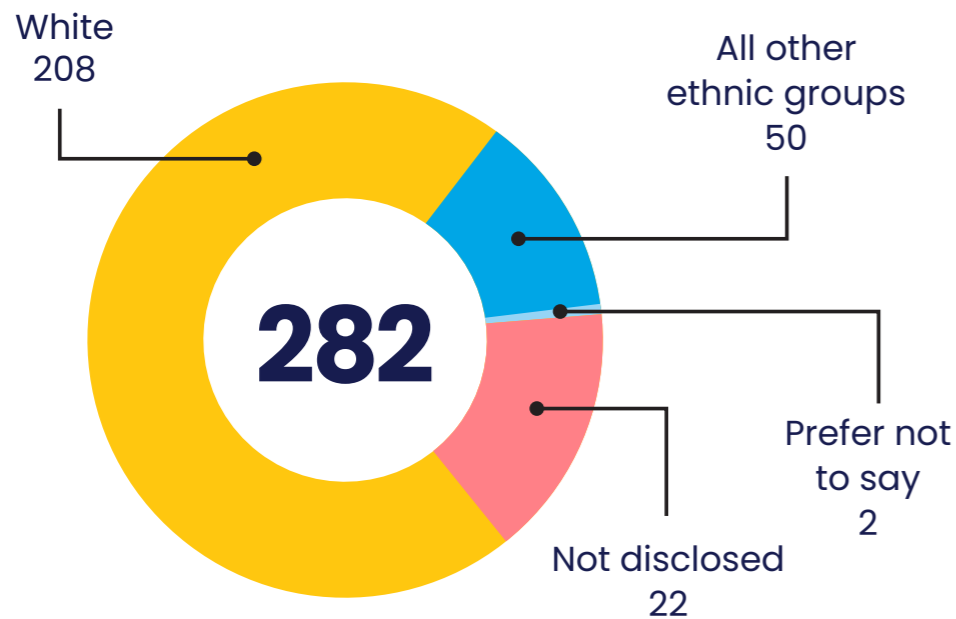
Data

Staff numbers

a) On 5 April 2024 we had 287 relevant employees*



b) We had 282 full pay relevant employees**



* **Relevant employees** are all employees employed on the snapshot date of 5 April 2024.

** **Full pay relevant employees** are employees employed on the snapshot date who were paid their usual full basic pay from 1–30 April 2024.

In 2024, 8.5% of Girlguiding full pay relevant employees either did not disclose their ethnicity or preferred not to say, compared with 13.3% in 2023.

Ethnicity pay gap

Our mean ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	208	24.13	–
All other ethnic groups	50	22.89	5.1
Prefer not to say	2	22.06	8.6
Not disclosed	22	20.32	15.8
Total	282		

Our median ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	208	22.52	–
All other ethnic groups	50	22.52	0
Prefer not to say	2	22.06	2
Not disclosed	22	19.71	12.5
Total	282		

Girlguiding's mean ethnicity pay gap

5.1%



Girlguiding's median ethnicity pay gap

0%



In 2024 Girlguiding had a small ethnicity pay gap. This was a mean pay gap of 5.1% in favour of White employees (£1.24 hourly pay difference). We work out the mean for each group by adding up each group's pay, then dividing it by the number of White/employees from all other ethnic groups we have.

In 2024 we had no pay gap at the median. We work out the median for each group by listing each group's pay from lowest to highest. The number in the middle is the median pay.

The reason for the £1.24 hourly pay difference at the mean is that the closure of our activity centres has removed some of our lowest-paid roles which were occupied by White staff or staff who hadn't disclosed their ethnicity.

Also, more of our highest-earning staff are White, particularly at executive leadership level, where all staff identify as White.



Bonus payments

Our mean bonus ethnicity pay gap:

Ethnic origin	Total employees	Received bonus	Received bonus (%)	Mean bonus rate (£)	Mean bonus gap (%)
White	211	67	31.75	113.28	
All other ethnic groups	50	18	36	93.06	17.9
Prefer not to say	2	1	50	50	55.9
Not disclosed	24	9	37.5	119.44	(5.4)
Total	287	95	33.1		

Our median bonus ethnicity pay gap:

Ethnic origin	Total employees	Received bonus	Received bonus (%)	Median bonus rate (£)	Median bonus gap (%)
White	211	67	31.75	100	
All other ethnic groups	50	18	36	100	0
Prefer not to say	2	1	50	50	50
Not disclosed	24	9	37.5	100	-
Total	287	95	33.1		

Girlguiding's mean bonus ethnicity pay gap

17.9%

Girlguiding's median bonus ethnicity pay gap

0%

Bonuses include long service awards, annual performance-related bonuses, and vouchers. In 2024 we gave bonus payments to 95 staff. 67 of them were White and 18 were from other ethnic groups. 1 preferred not to give their ethnicity. 9 didn't disclose their ethnicity. These figures mean, of the total number of staff who received a bonus, we gave a bonus to 31.8% of our White staff and to 36% of our staff from other ethnic groups.

Our mean bonus gap is in favour of White employees. Of total relevant employees, the sample of White employees receiving a bonus is 71%, and 18.9% for employees from all other ethnic groups. These percentages are comparable with the percentage of total relevant employees (73.5% White employees and 17.4% employees from all other ethnic groups). So the statistical averages don't provide conclusive evidence of a bonus pay gap in favour of White employees.

The individual cash sums we give in bonuses are relatively small – the maximum we awarded during this period was £500. This reflects our policy of not paying large bonuses to individual members of staff.

Pay quartiles

The proportion of White and ethnic minority staff 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	208	73.8	69	70.8	73.2	82.4
All other ethnic groups	50	17.7	16.9	16.7	21.1	16.2
Prefer not to say	2	0.7	-	1.4	1.4	-
Not disclosed	22	7.8	14.1	11.1	4.2	1.5
Total	282	100				



Conclusion

In 2024, Girlguiding's ethnicity pay gap was 5.1% in favour of White staff. This means White staff were paid on average £1.24 more per hour.

We recognise that we're operating in a world where people of colour face structural and systemic barriers in society and in the workplace. We also understand the importance of representation and role models for girls and young women of colour. We're acutely conscious of our responsibility to support greater racial and ethnic diversity at senior levels in Girlguiding, alongside the other work we do to make Girlguiding inclusive for all.

This report is a vital reminder of the importance of continuing and building on our initiatives to promote race equity, and of understanding how we can and must improve as an employer.



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