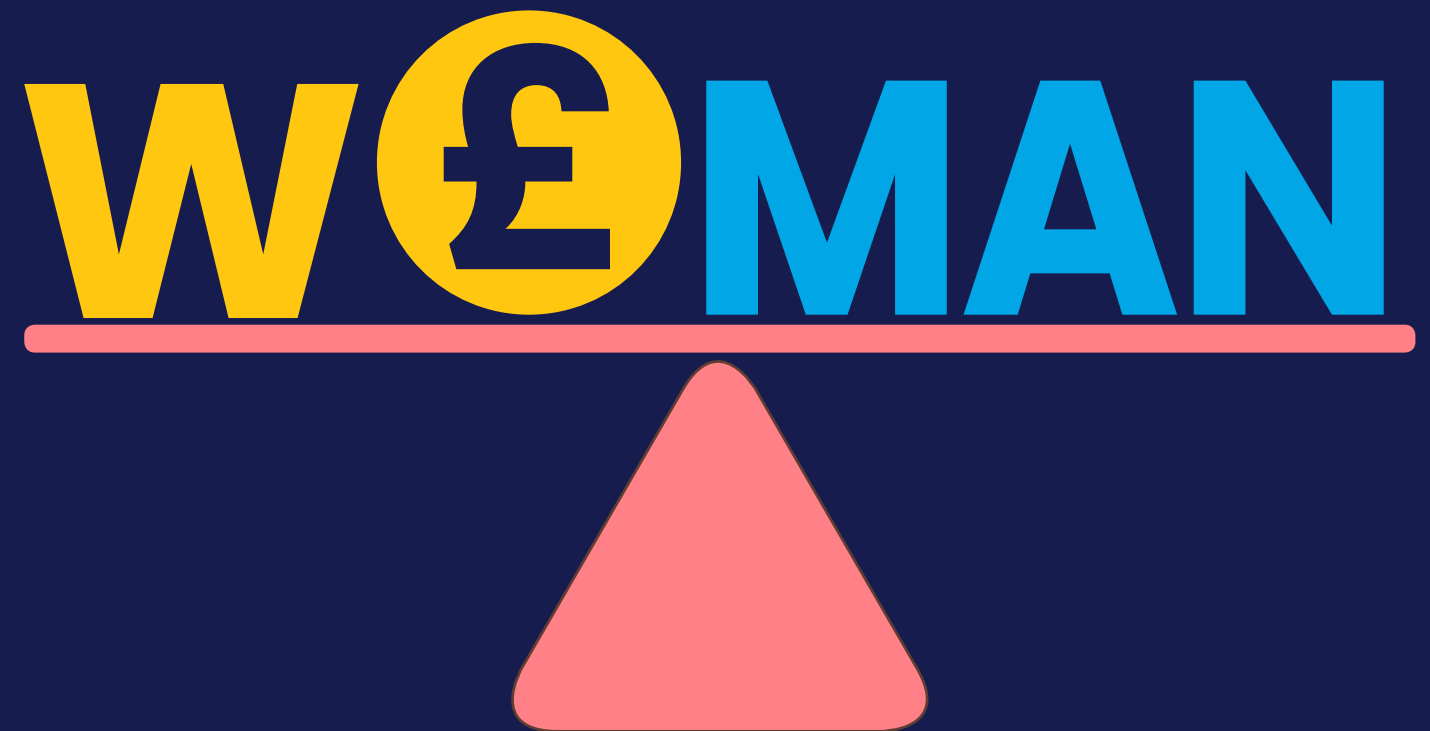




# Gender pay gap report 2024

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.

That's why we welcome the opportunity to report on our gender pay gap. This is the average difference in pay between the men and women who work for Girlguiding.





# Message from our CEO

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

We recognise that we’re operating within a society where women face structural and systemic issues in the workplace, and we are committed to tackling these issues. Looking at our gender pay gap reminds us of the vital importance and urgency of our work.

In 2024, our gender pay gap was 15.8% in favour of men. This figure is disappointing as despite our best efforts and our commitment to equal pay, the numbers are going in the wrong direction this year. Our workforce is mostly women (85%) and this means the systemic issues that affect women are not only reflected but amplified in our figures. The other main factor affecting our 2024 figure is a fall in the number of lower-paid men in the organisation now that we no longer employ staff at the activity centres.

You will see more analysis in the executive summary below. This report only highlights the need for Girlguiding to double down on our efforts to address the systemic issues women face, including barriers to accessing many high-paying fields dominated by men.

Every day, we give thousands of girls aged 4 to 18 the chance to learn new skills in areas like coding, aviation, managing money and construction. We also give girls and young women a platform to campaign for a more equal world. Our current Board of Trustees and 5 out of 6 of our executive leadership team are women. We will continue to work on how we recruit and reward staff and look for opportunities to do better. Our aim, as ever, is to challenge gender stereotypes and create a future where all girls know they can do anything.

Angela Salt

Angela Salt  
CEO, Girlguiding

# Executive summary

In 2024, Girlguiding’s gender pay gap was 15.8% in favour of men. This means men were paid on average £4.34 more per hour than women, a gap which has increased since 2023.

Only 15.2% of the employees our gender pay gap report covers are men. It only takes a few men with a higher salary within this overall small number to distort the men’s average hourly pay and widen our gender pay gap.

Having such a gender-imbalanced workforce makes it harder to interpret pay gap data accurately. It means there can be distortions in the statistics. Different sample sizes for men and women mean the information is not ‘like for like’. This year’s gender pay gap clearly reflects our structural workforce differences.

The main reasons for this gap were:

**Our activity centres closing has reduced our number of lower-paid men**

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

The workforce at our activity centres included more men compared to other parts of the organisation, and most of these roles were in our lower quartile (lower 25%) of earners.

Now women overwhelmingly hold the roles in our lower quartile. The numbers of men and women in our other quartiles are in line with previous years. However, because our lower quartile has changed significantly, our gender pay gap is now wider.

**Men tend to dominate in hard-to-recruit fields that attract market premiums**

The vast majority (over 70%) of higher earners at Girlguiding are women. However, most of the roles high-earning men hold attract a market premium. Only a minority of the roles high-earning women hold attract this.

A ‘market premium’ is extra pay we offer for some specialist roles that are hard to recruit. These are often in fields like IT, digital and finance. We add market premiums only when essential, so we can attract staff with the skills and experience we need. The premium isn’t linked with the person in the role. We decide to offer a market premium before we advertise a role, based on an up-to-date, independent market and role evaluation.

Investing in our digital and IT systems has been a key part of our strategy in recent years. This means we now have more roles in these areas. Unfortunately, women are systemically under-represented in these fields.



We were aware of this issue and have been proactive in trying to attract women to our digital and IT roles by engaging agencies that actively seek women in this field to support with this recruitment. Women make up 38% of the technology workforce at Girlguiding, compared to around 29% of the UK’s technology workforce as a whole (according to figures from Lorien Global). This suggests our efforts have had some impact.

### Our approach to pay

We decide pay grades transparently and objectively across Girlguiding. All staff, no matter what their gender, are paid the same for the same work. This is known as equal pay, and this is an important legal and ethical standard that we are committed to at Girlguiding. The gender pay gap is a broader measure that represents average pay for men and women across the workforce regardless of their role or seniority.

Girlguiding’s pay structure is based on clearly defined, evaluated job levels. We don’t negotiate salaries when we recruit people or at any other point while they’re employed with us. We do occasionally add market premiums to harder-to-fill roles to help us recruit. We base decisions on premiums on external, independent, benchmarked pay data.

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 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

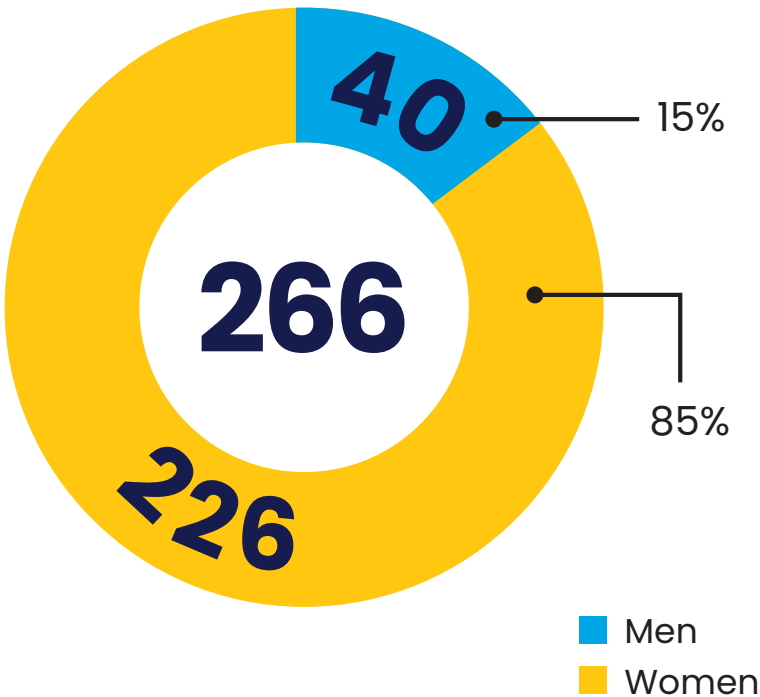
- **Gender pay gap** means the average difference in pay between men and women.
- **Bonus gender pay gap** means the average difference in the amount of bonus payments given to men and women.
- The **mean** is the sum of all the numbers in a set divided by the amount of numbers in a set.
- The **median** 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.



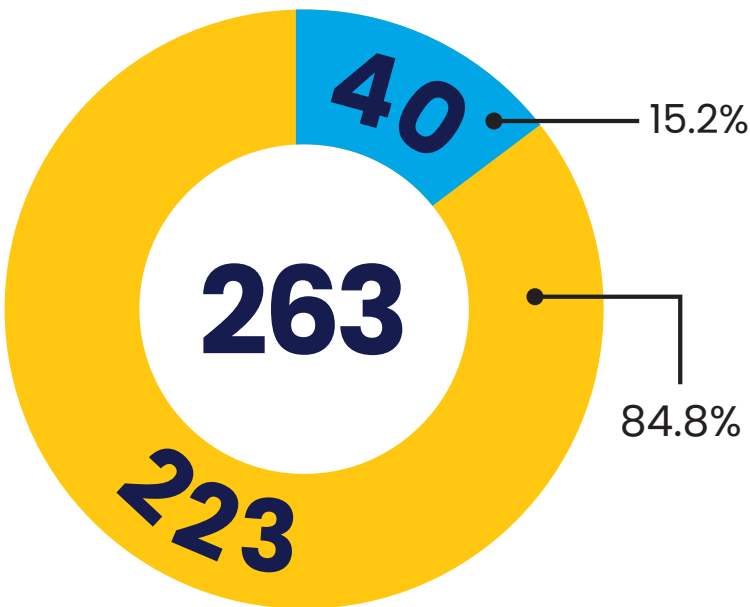
# The data

## Staff numbers

Relevant employees\*



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 are paid their usual full basic pay from 1 to 30 April 2024.

## Gender pay gap

Girlguiding's mean gender pay gap

15.8%

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.

Our calculations show Girlguiding has a mean gender pay gap of 15.8% (£4.34 hourly pay difference) in favour of men. They show a median gender pay gap of 18.9% (£5.06 hourly pay difference) in favour of men.

The mean pay gap is the more representative statistic for Girlguiding as we don't have any outlying very high-paid or low-paid employees distorting our data.

When reporting the average gender pay gap in the UK, the government uses the median. In 2024 the national median gender pay gap was 13.1% in favour of men.

The main reason for these pay gaps at Girlguiding is that we have very few men in our lower quartile of earners. (6.1% men compared to 93.9% women). The percentage of men in this quartile reduced from 22.2% in 2023. This was

Girlguiding's median gender pay gap

18.9%

a result of the closure of our activity centres, where more men were based.

Another reason for these gaps is that among Girlguiding's top quarter of earners who are men, 68.4% of the roles attract a market premium. In comparison, only 19.1% of Girlguiding's roles in the top quartile currently held by women attract a market premium.

Furthermore, of our 266 full pay relevant employees, 84.8% 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.

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 an overall increase in favour of men.

We continue to benchmark our salary and benefits package externally every 3 years. We most recently did this in 2024. Our Board of Trustees' remuneration committee oversees this work.

## Bonus pay gap

Girlguiding's mean bonus gender pay gap: 20.6%

Girlguiding's median bonus gender pay gap: 0%

Bonus pay	Men	Women	Difference
Mean	£137.50	£109.17	20.6%
Median	£100	£100	0.0%

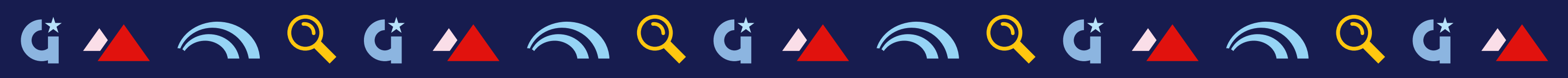
Bonuses include long-service awards and vouchers. In 2024 we gave bonus payments to 88 staff. 10 were men and 78 were women.

In 2024, we overhauled our bonus scheme so the amounts on offer to staff as a bonus are far less than they were previously.

Our mean bonus gap in favour of men of 20.6% indicates that on average women received £28.33 less in bonuses than men.

Our median bonus gap of 0% means that the median bonus payment for men and women is the same, at £100.





## Pay quartiles and market premiums

Quartiles (gross hourly rate of pay)		Men		Women		Total
		Count	%	Count	%	Total count
Lower	£0.00 to £19.36	4	6.1%	62	93.9%	66
Lower middle	£19.36 to £22.52	6	9.1%	60	90.9%	66
Upper middle	£22.52 to £27.37	11	16.9%	54	83.1%	65
Upper	£27.37 to £61.71	19	28.8%	47	71.2%	66

The vast majority of higher earners at Girlguiding (in the top quartile) are women (47 women, or 71.2% of the group compared to 19 men, 28.8% of the group). However, 68.4% of the roles held by men in that group of higher earners attract a market premium, while only 19.1% of the roles held by women in that group attract a market premium.

Role-related premiums are either 7% or 15% depending on the external market rate.

The percentage of women in the upper quartile who received a 15% market premium was 4.2% while the percentage of men in the upper quartile receiving the same premium was 36.8%. Additionally, 2.5% of men in the upper quartile were paid a 15% market premium plus a 5% uplift on their pay, but there are no women.

Roles that attract a 15% market premium in the upper quartile are mostly IT and digital roles. Men tend to dominate these sectors. Recent data shows women

make up around 29% of the UK’s technology workforce (Lorien Global). 38% of Girlguiding’s technology staff are women.

We pay a premium for some specialist roles in hard-to-recruit fields like IT, digital and finance. This is to make sure we attract staff with the right skills and experience. The premium isn’t linked with the person in the role. We decide to offer it before we advertise a role, based on up-to-date, independent market and role evaluation.

In recent years a central part of our strategy has been investing in our digital and IT infrastructure. This means we now have more roles in these areas. Since 2021, digital roles at Girlguiding have increased by 250% and IT roles by 171%. Unfortunately, women are systemically under-represented in these fields.

Girlguiding is working hard to help shift this balance through our programmes and campaigning work. For example, in unit meetings, girls and young women can use our innovate skills builders to explore science, technology, engineering and maths (STEM) subjects in depth.

## Conclusion

**For 2024 Girlguiding reports a pay gap of 15.8% (£4.34 difference in hourly pay) in favour of men. This has increased from 6% in 2023. We are disappointed that despite our best efforts this increase has grown. We also recognise that we’re operating within a society where women face structural and systemic issues in the workplace. But all of this only makes us more committed to tackling these issues. We are committed to the principles of equal pay, equal opportunities and equal treatment for all employees**

**This is a vital reminder of the importance and urgency of our work to tackle systemic issues in society that affect women, as well as to keep exploring how we can improve as an employer.**



**Girlguiding**

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