

# Ethnicity pay gap report 2021

**At Girlguiding, we're passionate about helping to build a society where all girls grow up to enjoy equal opportunities to fulfil their potential. We believe tackling differences in pay between people of different ethnicities (the 'ethnicity pay gap') is an important step towards this.**

**With this in mind, we're pleased to publish our second ethnicity pay gap report. While ethnicity pay gap reporting isn't yet a legal requirement for UK employers, and has been postponed by the government, we see it as a key part of our commitment to diversity and inclusion.**

## 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.

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

# Introduction

I can report that in 2021 we had a very small ethnicity pay gap. This was a mean pay gap of 1.5% in favour of white employees (31p hourly pay difference). In 2020 we had a small gap of -4.9% in favour of ethnic minority staff (94p hourly pay difference). We work out the mean for each group by adding up all white/ethnic minority employees' pay, then dividing it by the number of white/ethnic minority employees we have.

I can also report that in 2021 we had a -2.8% gap at the median in favour of ethnic minority employees (54p hourly pay difference). We work out the median for each group by listing all white/ethnic minority employees' pay from lowest to highest. The number in the middle is the median pay.

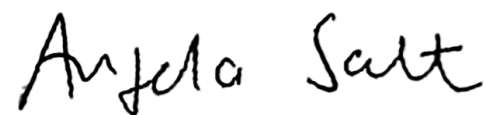
The reason for the 31p hourly pay difference at the mean is that 14.3% of roles ethnic minority employees held had an on-call allowance, compared to 22% of the roles white staff held. Attraction of on-call allowance is determined by the requirements of the individual role. We decide if a role needs an on-call allowance before we advertise it – it has nothing to do with the person in the role.

We changed how we report on our ethnicity pay gap in 2021. In 2020 we broke our employees from ethnic minorities down into four groups. We didn't do this in 2021, instead keeping them in one single group. This is for data protection reasons, as numbers are relatively small in some groups.

We've reported one pay figure comparing average hourly earnings of ethnic minority employees as a percentage of white employees. In the absence of specific legislation, this is in line with the Chartered Institute of Personnel and Development (CIPD)'s recommendation to the government that ethnicity pay reporting should be based on the same information as gender pay gap reporting.

The CIPD acknowledges the challenges around collecting data on ethnicity and absent data. In 2020, 12% of Girlguiding employees either did not disclose their ethnicity or preferred not to say, compared with 6.1% in 2021. While this is an improvement, our aim is that all our staff feel comfortable sharing their ethnicity information.

This report presents and explains information about our ethnicity pay gap in more detail.



**Angela Salt**  
Chief Executive

## Understanding the data

An ethnicity pay gap shows the difference between the **average** (mean or median) earnings of white and ethnic minority employees. The ethnicity bonus pay gap is the difference between the average bonuses white and ethnic minority employees receive.

We show the differences as a percentage of white employees' earnings. A negative calculation shows a gap in favour of ethnic minority employees and is shown in the tables in brackets.

For gender pay gap reporting employers have to give seven 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 ethnic minority employees receiving a bonus payment
- Proportion of white employees receiving a bonus payment
- Proportion of white and ethnic minority employees in each quartile pay band

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

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

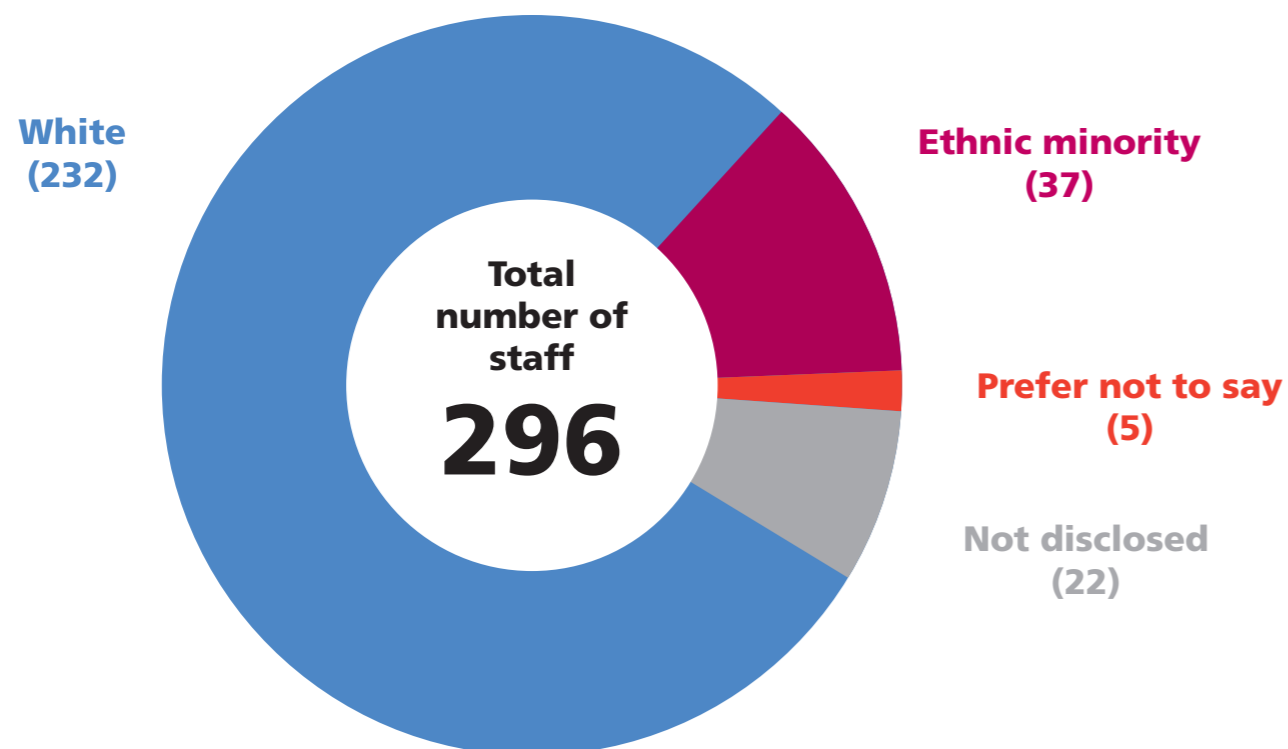
We have omitted staff on furlough from our 2021 data, as we paid furloughed staff 80% of their usual full basic pay. In the absence of ethnicity pay gap guidance, this is in line with gender pay gap guidance. 17 staff were furloughed in the relevant pay period. Two of them (11.8%) were from ethnic minorities while 15 (88%) were white.

One way to work out if furlough has significantly impacted the figures is to look at the proportion of white employees and ethnic minority employees who were furloughed (and so removed from the calculations) compared to the make-up of all staff. Our full pay relevant employees on 5 April 2021 was made up of 77.5% white employees and 16.4% from ethnic minorities – not dissimilar percentages to staff furloughed.

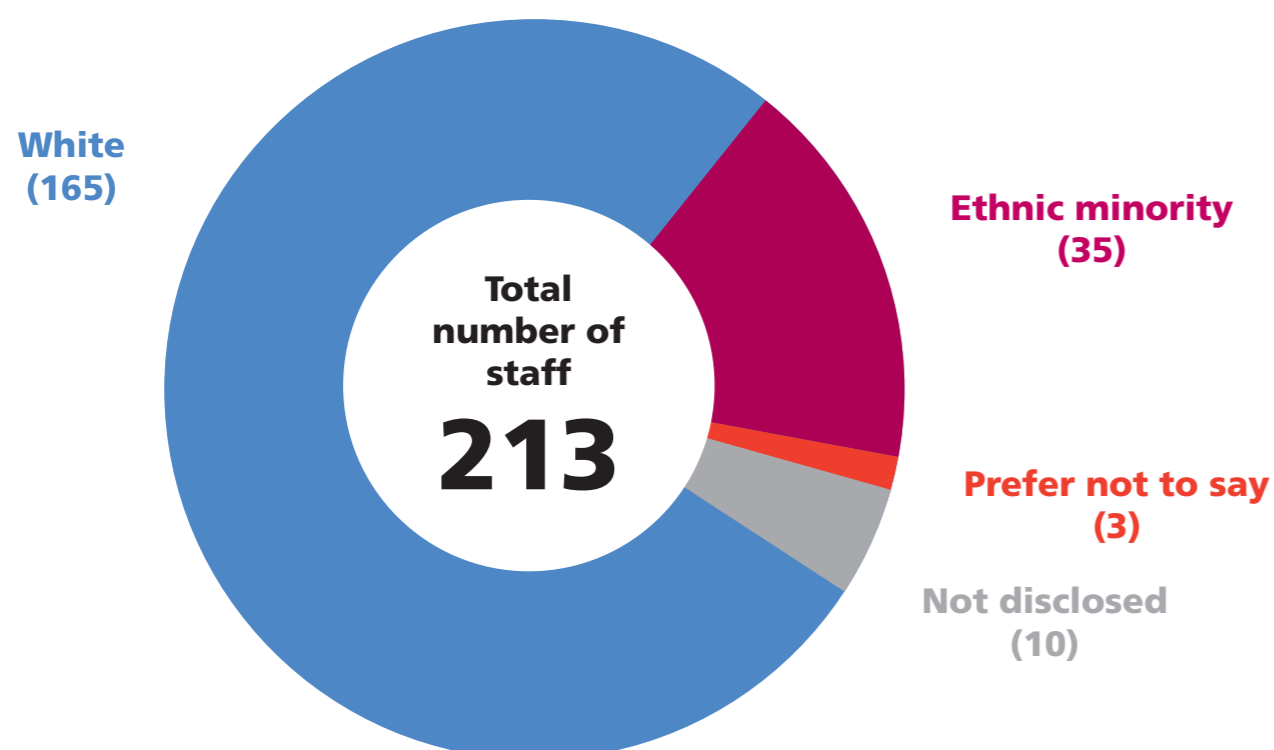
# Data

## Staff numbers

a) On 5 April 2021 we had 296 relevant employees:



b) We had 213 full pay relevant employees:



## Ethnicity pay gap

Our mean ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	165	20.52	
Ethnic minority	35	20.21	1.5
Prefer not to say	3	22.67	(10.5)
Not disclosed	10	17.22	16.1
<b>Total</b>	<b>213</b>		

Our median ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Median hourly rate (£)	Median pay gap (%)
White	165	19.32	
Ethnic minority	35	19.86	(2.8)
Prefer not to say	3	24.56	(27.1)
Not disclosed	10	16.76	13.3
<b>Total</b>	<b>213</b>		

In 2021 Girlguiding had a very small ethnicity pay gap at the mean of 1.5% in favour of white employees (31p hourly pay difference). In 2020 we had a small gap of -4.9% in favour of ethnic minority staff (94p hourly pay difference). We work out the mean for each group by adding up all white/ethnic minority employees' pay, then dividing it by the number of white/ethnic minority employees we have.

We had a -2.8% gap at the median in 2021 in favour of ethnic minority employees (54p hourly pay difference). We work out the median for each group by listing all white/ethnic minority employees' pay from lowest to highest. The number in the middle is the median pay.

The reason for the 31p hourly pay difference at the mean is that 14.3% of roles ethnic minority employees held had an on-call allowance, compared to 22% of the roles white staff held. Attraction of on-call allowance is determined by the requirements of the individual role. We decide if a role needs an on-call allowance before we advertise it – it has nothing to do with the person in the role.

## Bonus payments

Our mean bonus ethnicity pay gap:

Ethnic origin	Total employees	Received bonus (no.)	Received bonus (%)	Mean bonus rate (£)	Mean bonus gap (%)
White	232	59	25.4	80.93	
Ethnic minority	37	10	27	100	(23.6)
Prefer not to say	5	1	20	100	(23.6)
Not disclosed	22	–	–	–	–
Total	296				

Our median bonus ethnicity pay gap:

Ethnic origin	Total employees	Received bonus (no.)	Received bonus (%)	Median bonus rate (£)	Median bonus gap (%)
White	232	59	25.4	50	
Ethnic minority	37	10	27	100	(100.0)
Prefer not to say	5	1	20	100	(100.0)
Not disclosed	22	–	–	–	–
Total	296				

## Bonus pay gap

Bonuses include long service awards and vouchers. In 2021 we gave 78 bonus payments to 70 members of staff. 59 of them were white and 10 were from ethnic minorities. One preferred not to give their ethnicity. These figures mean we gave a bonus to 25.4% of our white staff and 27% of our ethnic minority staff – very similar percentages.

Our mean bonus gap is in favour of ethnic minority staff. As the sample of ethnic minority employees receiving a bonus payment is 27% of total relevant employees, and 25.4% for white employees, the statistical averages do not provide conclusive evidence of a bonus pay gap in favour of ethnic minority employees. The 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. In line with good practice, we've also stopped service-related awards for new 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	165	77.5	79.3	79.2	75.4	75.9
Ethnic minority	35	16.4	11.3	18.9	18.9	16.7
Prefer not to say	3	1.4	–	1.9	–	3.7
Not disclosed	10	4.7	9.4	–	5.7	3.7
Total	213	100				

## Final points

Ethnic minority groups are spread across the quartiles fairly evenly with proportionally slightly lower representation in the lower quartile.

The number of our staff in the prefer not to say or not disclosed categories has dropped from 12% in 2020 to 6.1% in 2021. An important part of our diversity and inclusion action plan is to continue working towards a more inclusive workplace. Ultimately our aim is to create an environment where all staff feel comfortable answering all the questions in our diversity questionnaire.

We're working hard to achieve this, including replacing our HR system so employees can enter their ethnicity information more easily using self-service. This should mean we can gather more comprehensive data to use in our diversity and inclusion action plan.

Ethnicity pay gap reporting is an important part of our strategic diversity and inclusion plan, which has three overall ambitions:

- Values and culture: building an equitable culture, to enable a more inclusive girl, volunteer and employee experience.
- Representation and power: becoming an organisation that properly reflects society, with representation of marginalised communities at all levels of the organisation, particularly in decision-making roles.
- Collaboration and communication: collaborating internally and externally to ensure marginalised people feel represented and validated in Girlguiding.

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