



Girlguiding

Ethnicity pay gap report 2023

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 White staff and staff from all other ethnic groups (the 'ethnicity pay gap') is an important step towards this.

With this in mind, we're pleased to publish our fourth 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.



Introduction

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 ethnicity pay gap

The figure used in ethnicity 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 receives. Once we have that, we calculate the mean ethnicity pay gap and the median ethnicity pay gap.

We changed how we report on our ethnicity pay gap in 2021. In 2020 we broke down our employees from other ethnic identities into groups. Since 2021, we have instead kept them in 1 single group. This is for data protection reasons, as numbers are relatively small in some groups.

In 2023, Girlguiding's mean ethnicity pay gap was -4.6% in favour of employees from all other ethnic groups meaning that group are paid on average 96p more per hour. The median pay gap was 7% in favour of employees from all other ethnic groups (meaning that when you look at the median, there is a £1.39 hourly pay difference in favour of employees from all other ethnic groups).

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.

We work out the mean for each group by adding up the pay for each group, then dividing it by the number of people in that group.

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.

Explaining the data

The reason for the 96p hourly pay difference at the mean is that 86.6% of employees from all other ethnic groups had a location allowance, compared to 63% of White employees. Additionally, 31.2% of roles held by employees from all other ethnic groups attracted a market premium, compared to 19.4% of roles White staff held. Attraction

of a premium is determined by the market data at the point of recruitment. We decide if a role needs a premium before we advertise it – it has nothing to do with the person in the role. Our pay practices are objective and transparent, with a clear separation between the role and the individual in the role.

We've reported one pay figure comparing average hourly earnings of employees from all other ethnic groups 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 gap 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 2022, 8.4% of Girlguiding full pay relevant employees either did not disclose their ethnicity or preferred not to say, compared with 13.3% in 2023. Our aim is that all our staff feel comfortable sharing their ethnicity information and we provide a space where they feel welcome, free to be themselves, and have an equal sense of belonging.

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

Angela Salt
CEO, Girlguiding

Our commitment to equality

Girlguiding is committed to the principles of equal opportunities and equal treatment for all employees, regardless of their age, caring responsibilities, disability (physical or mental), gender reassignment, marriage or civil partnership, pregnancy, maternity, race, religion or belief, sex, sexual orientation, socio-economic status or social class.

We have a clear pay structure to make sure we reward employees fairly and without discrimination for the work they do.



Understanding the data

An 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 all other ethnic groups 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 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 if at all, they fall into.

Terminology we use

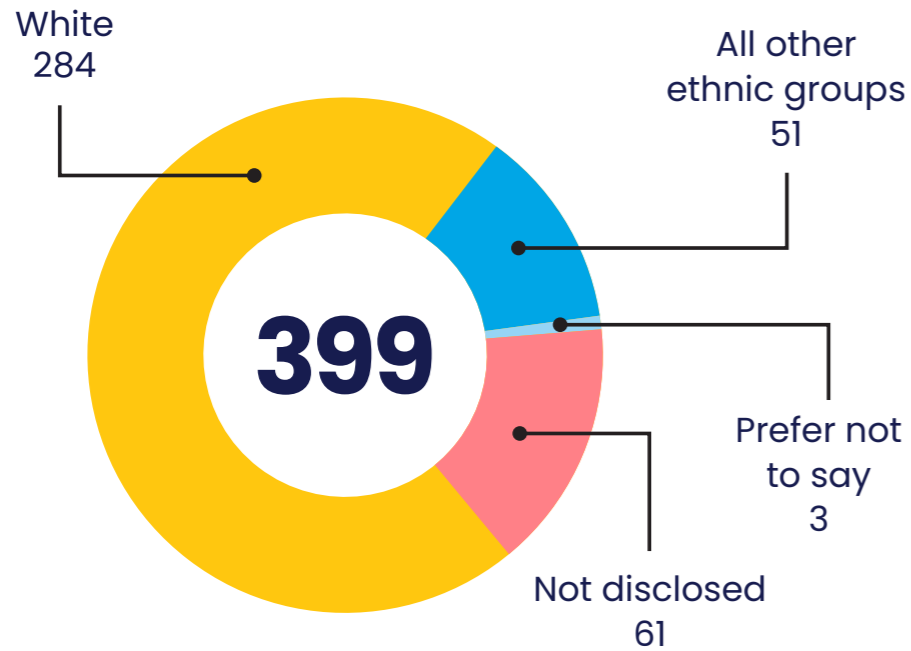
- **Ethnicity pay gap** means the average difference in pay between White employees and employees from all other ethnic groups.
- **Bonus ethnicity pay gap** means the average difference in the amount of bonus payments given to White employees and employees from all other ethnic groups.
- The **mean**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



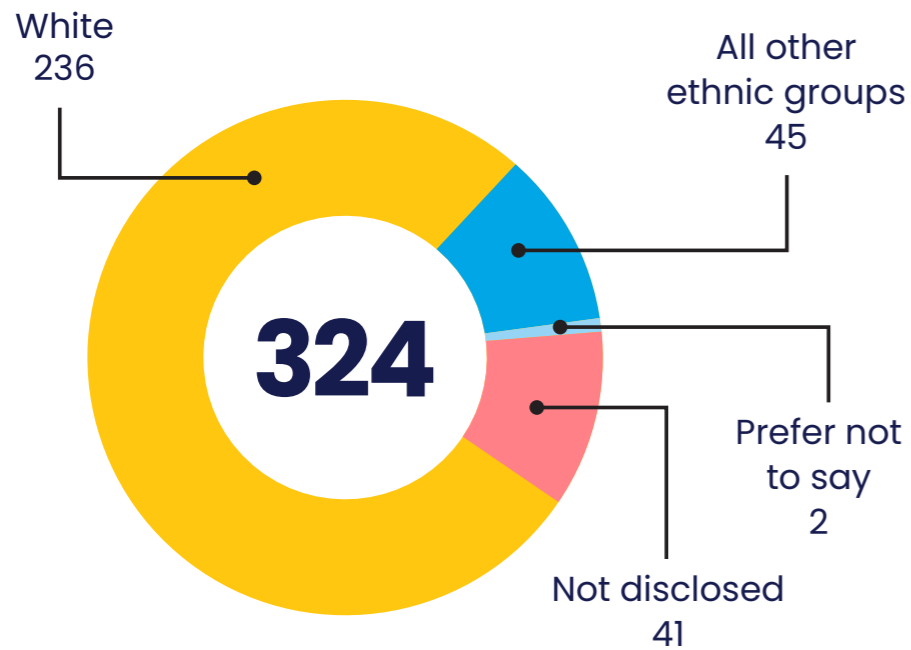
Data

Staff numbers

a) On 5 April 2023 we had 399 relevant employees*



b) We had 324 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 were paid their usual full basic pay from 1–30 April 2023.

Ethnicity pay gap

Our mean ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	236	21.04	-
All other ethnic groups	45	22.10	(4.6)
Prefer not to say	2	19.48	7.4
Not disclosed	41	14.87	29.3
Total	324		

Our median ethnicity pay gap:

Ethnic origin	Full pay relevant employees	Mean hourly rate (£)	Mean pay gap (%)
White	236	19.96	-
All other ethnic groups	45	21.35	(7)
Prefer not to say	2	19.48	2.4
Not disclosed	41	12.17	39
Total	324		

Girlguiding's mean ethnicity pay gap

-4.6%

Girlguiding's median ethnicity pay gap

-7%

In 2023 Girlguiding had a small ethnicity pay gap. This was a mean pay gap of -4.6% in favour of employees from all other ethnic groups (96p 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 2023 we had a -7% gap at the median in favour of employees from all other ethnic groups (1.39p hourly pay difference). 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 96p hourly pay difference at the mean is that 86.6% of roles employees from all other ethnic groups held had a location allowance, compared to 63% of White employees. Additionally, 31.2% of employees from all other ethnic groups had a market premium, compared to 19.4% of White employees. Attraction of a premium is determined by the market data at the point of recruitment. We decide if a role needs a premium before we advertise it – it has nothing to do with the person in the role.



Bonus payments

Our mean ethnicity pay gap:

Ethnic origin	Total employees	Received bonus	Received bonus (%)	Mean bonus rate (£)	Mean bonus gap (%)
White	284	85	29.9	273.82	
All other ethnic groups	51	12	23.5	158.33	42.2
Prefer not to say	3	1	33.3	100	63.5
Not disclosed	61	6	9.8	66.67	75.7
Total	399	104	26.1		

Our median ethnicity pay gap:

Ethnic origin	Total employees	Received bonus	Received bonus (%)	Median bonus rate (£)	Median bonus gap (%)
White	284	85	29.9	100	
All other ethnic groups	51	12	23.5	75	25
Prefer not to say	3	1	33.3	100	-
Not disclosed	61	6	9.8	50	50
Total	399	104	26.1		

Bonuses include long service awards, annual performance related bonuses, and vouchers. In 2023 we gave bonus payments to 104 staff – 85 of them were White and 12 were from all other ethnic groups. One preferred not to give their ethnicity. Six did not disclose their ethnicity. These figures mean, of the total number of staff who received a bonus, we gave a bonus to 29.9% of our White staff and to 23.5% of our staff from all 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 82.5%, and 11.6% for employees from all other ethnic groups. As the percentages are comparable with the percentage of total relevant employees, 71% White employees and 12.6% employees from all other ethnic groups, the statistical averages do not provide conclusive evidence of a bonus pay gap in favour of White 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 in 2023 we had a single annual, robustly moderated bonus award for our top 10% of high achievers. Following feedback from staff, in 2024 this bonus scheme has now been removed.

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	236	72.8	63	69.1	81.5	77.8
All other ethnic groups	45	13.9	3.7	19.8	12.3	19.8
Prefer not to say	2	0.6	-	1.2	1.2	-
Not disclosed	41	12.7	33.3	9.9	4.9	2.5
Total	324	100				



Final points

Staff from all other ethnic 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 increased from 8.4% in 2021 to 13.3% in 2023. An important part of our equity, diversity and inclusion strategic plan is to continue working towards a more inclusive workplace. Ultimately our aim is that all our staff feel comfortable sharing their ethnicity information and we provide a space where they feel welcome, free to be themselves, and have an equal sense of belonging.

We're working hard to achieve this, and we replaced our HR system in May 2022, so employees can now enter their ethnicity information more easily using self-service. This should mean we can gather more comprehensive data to inform our equity, diversity and inclusion strategic plan.

To continue facilitating an inclusive employee experience, 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 and parents of SEN children. Each network has a sponsor from our senior leadership team. Recruiting managers attend a workshop on inclusive recruitment. As a good employer, we continue to benchmark our salary and benefits package externally every 3 years. Our trustee remuneration committee oversee this work.



17-19 Buckingham Palace Road
London SW1W 0PT

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