



Gender Pay Gap Report 2020 & 2021

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Introduction

Guide Dogs exists to provide life-changing services to the 360,000 people who are registered blind or partially sighted, and the two million people in the UK living with sight loss. We provide a range of services with and beyond the dog to help thousands of people with different needs lead confident, independent and fulfilling lives.

Guide Dogs employs over 1,500 staff across the UK. Our 14,000+ volunteers help us transform the lives of people living with sight loss, whether helping raise our puppies, sighted guiding, collecting funds, participating in events, or advocating for legal change. We are proud to be a Disability Confident employer and hold the Investing in Volunteers accreditation.

Our people are our greatest asset. At Guide Dogs we are working hard to attract a diverse group of staff who feel a strong sense of engagement and belonging. We rely on our staff, volunteers and supporters to help us fulfil our charitable purpose and achieve our strategy. We are working hard to become an inclusive and diverse organisation. We want to represent the communities we work with. However, we recognise that we aren't there yet, there is still much for us to do. This is why we see this work as a priority, and have recruited a dedicated Diversity, Equality and Inclusion Team, who lead this work, collaborating with others from across the Charitable Sector.

As part of the government's aim to close the gender pay gap within a generation, all companies with 250 or more employees in England, Scotland and Wales are required to publish annual information regarding their gender pay gap on their company website and on a dedicated government website.

This is our third annual report and includes the required disclosures for 2020 and 2021. In 2020 the government paused the reporting requirement in response to the Coronavirus pandemic. There is no requirement for us to report for 2020. However, in order to demonstrate our commitment to openness, transparency and accountability, we have included within this report the data for 2020 and 2021.

We welcome any process that encourages fairness and equitable practice, we recognise this level of openness and accountability gives our people confidence in us as an employer. Gender Pay Gap reporting creates a conversation around equality of pay and opportunity across all genders and this is something we see true value in.

1,500

staff are employed
to work across the uk

14,000

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In this report we talk about gender pay in relation to men and women. At Guide Dogs' we recognise and respect that some of our colleagues may not identify as men or women and we fully respect all gender identities. We do not seek to erase anyone's identity or experience. In the context of this report, we are conforming to a government requirement to use the measurements of men and women.

These figures do show gender pay disparity at Guide Dogs, but we are seeing steady improvements. Our analysis shows this is not due to a lack of female representation at senior levels, rather the lack of male representation in our junior staff.

We are proud of many things at Guide Dogs, including our success at developing internal talent, our leadership programme, and our many long serving staff. These figures give us insight – and an additional imperative – to drive the necessary changes, ensuring we continue our journey towards becoming an equitable organisation, fit for the richness and diversity of the society in which we operate. We will do this by continuing to champion equal pay for all staff and investing in our people to allow them to grow and develop, forging out long and successful careers as part of the Guide Dogs family.

Together, we are Guide Dogs.



Tom Wright
CEO



Kathryn Ward
Director of People

What is the gender pay gap?

The gender pay gap measures the difference between the average earnings of men and women employed in an organisation, regardless of role or grade.

The gender pay gap calculations are taken at a snapshot in time. In 2020 and 2021 the calculations were made on 5th April each year.

It differs from equal pay, as explained by the Human Rights Commission, although both relate to disparity of pay. Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010. The gender pay gap is a broader measure of the overall difference of average earnings of a group of men and women over a period of time, irrespective of their role.

What do we report?

We report several different figures about salaries, bonuses, and pay quartiles, in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The mean average compares the average hourly earnings/bonus of men and women. This is calculated by adding the earnings for each individual of each gender and dividing the total by the number of individuals. The numbers are then compared.

The median average compares the hourly earnings/bonus of the average man and woman who are the middle-most earners when all the individual hourly rates are listed from lowest to highest.

All averages are expressed as a percentage of men's earnings to women's earnings.

We report on pay quartiles as well, which shows the percentage of women and men in each quartile, i.e. four equal parts, from lower paid through lower middle, upper middle and highest paid.



Our gender pay calculations

As at the start of April 2020, Guide Dogs employed 1,538 people relevant to the calculations required for Gender Pay Gap reporting.

The graphic below shows that 79.84% of our employees on this date were women, and 20.15% were men.



As at the start of April 2021, Guide Dogs employed 1,486 people relevant to the calculations required for Gender Pay Gap reporting.

The graphic below shows that 80.75% of our employees on this date were women, and 19.24% were men. This is a small change one year on as you can see from the table above.



Gender pay gap

Guide Dogs' 2020 mean average pay gap was 13.11%, and our median pay gap was 8.61%. In 2021 the mean average pay gap was 13.71% and our median pay gap was 11.25%. In both years this is an improvement on our position in 2019. The fluctuation is in part due to the global instability brought about by the Coronavirus pandemic, which saw us pause our services for many months and necessarily have to adapt to and overcome the conditions around us.

The pay gap at Guide Dogs is based on the shape of our population and does not suggest an under-representation of women at a senior level. There are more women than men employed at all seniority and pay levels, but men are under-represented in junior roles, so there are proportionally more men in senior roles than junior roles. This then impacts on overall pay, as a higher proportion of the men we employ are in the higher pay bands. This is in line with the picture across the Charity Sector where two thirds of employees on average are women.

At Guide Dogs' we are committed to a fair and equitable workforce, which recognises everyone for their professionalism, skills and talent. We will continue to work hard to ensure a clear career progression pathway for all our employees and in the coming year will particularly work with our colleagues who are Vision Impaired to ensure an appropriate and supportive route to career progression for them – our population of staff who are Vision Impaired is balanced with 52% women and 48% men.

Bonus payments

Based on the definitions for Gender Pay Gap reporting, Guide Dogs paid no bonuses for the years 2019-2020 or 2020-2021.

Pay by quartiles

The proportion of men and women across the pay levels is consistent across the lower and middle quartiles, with around 85% women and 15% men. The highest paid quartile is split into 69% women and 31% men, which is a marginal increase towards women at the senior level from the previous year. Given the high number of women who work for the organisation this is to be expected. The priority therefore remains that we should do more to attract men into the organisation in entry level roles.

The graphic below shows eight graphs, each representing a pay quartile for 2020 and 2021, with the proportion of men and women represented in colour, and the exact percentage written underneath each quartile.

Upper quartile 2020



Upper quartile 2021



Upper middle quartile 2020



Upper middle quartile 2021



Lower middle quartile 2020



Lower middle quartile 2021



Lower quartile 2020



Lower quartile 2021



Closing the gap

The gender pay gap at Guide Dogs is due to the gender imbalance in our workforce, and more of the men we do employ being in more senior roles, compared with how many we employ at other levels.

We employ far more women than men at all levels, from our Executive Board to our trainees, and we are confident that the disparity in average pay is not due to a lack of female representation at senior levels – our Executive Directors are 67% Women. The driver for our pay gap is the proportion of men at more junior levels.

To reduce our gender pay gap, our actions need to focus on two areas:

- reducing the gender gap within the organisation and specifically hiring more men in junior and mid-level roles
- continuing to invest in women developing them into senior level roles

One of the challenges we face in driving change quickly is the low levels of turnover at Guide Dogs'. We have many loyal staff at all levels with long service, and this (otherwise commendable) tenure means we are slow to change our demographics.

In 2019 we asked an independent expert to review our data and help us to see what more we can do about the gender pay gap at Guide Dogs. The report noted the above points and that we have much to be proud of as an inclusive employer:

- We have robust policies in place for recruitment and pay above the Living Wage Foundation rates. Our benchmarks for pay reference general industry as well as charity.
- We are pleased that women are so well represented at all levels of the organisation, that many people grow their careers at Guide Dogs, and that we continue to invest in skills training and leadership development.
- Our family-friendly policies support our employees at all stages of their lives and careers and allow long term engagement with us as an employer. Both men and women take up a wide range of flexible working arrangements, and we are continually investing in our infrastructure to support this. As we recover from the pandemic, our new ways of working will offer greater flexibility to our employees than we've had before.

However, beyond moving our demographics by hiring more junior men or promoting / hiring even more women into senior ranks, there are other elements which influence individual compensation, including how people develop through the organisation, and how we value and pay for roles and responsibilities.

Since the expert report we have been working on the following:

- Embedding a new performance management framework which drives development through quarterly manager-employee conversations.
- We are seeking to increase the number of male candidates applying for junior level roles and to ensure a good gender balance and greater overall diversity for all levels.
- We are continuing to evolve our organisational design and grading framework. This will enable us to value senior individual contributor skill alongside management responsibility.
- We continue to monitor employee-related data, to mitigate the impact of any bias on recruitment, pay and progression.
- We have made a commitment to, where possible, ensure our interview panels are gender balanced.
- We recognise the impact of well-being on creating an inclusive environment, and have developed a tailored workplace employee well-being strategy, to ensure that our people can thrive at Guide Dogs. Our staff are expert, loyal and hard-working, and deserve to be celebrated, encouraged, and their different needs recognised.
- We are seeking to ensure an inclusive environment for all employees, irrelevant of gender, and we recognise that as a minority group within our workforce we need to support men at Guide Dogs. Through our commitment to Diversity, Equity and Belonging, we have created affinity groups, which allow employees from a range of backgrounds to come together. This includes a Women's Group and a Men's Group.

Our people value proposition (PVP) work will commence in Q4 2021 and this will look specifically at defining what our unique proposition is – why potential employees and volunteers choose to come to Guide Dogs and why our people stay with us. Our unique offer will be defined through our brand, our behaviours, the way we work and our rewards and benefits which makes Guide Dogs a great place to be.

Our commitment to diversity and inclusion is at the heart of our people strategy. As a Disability Confident employer with staff from multiple backgrounds, we have expanded our team of dedicated Diversity, Equality and Inclusion professionals, their sole focus is to consider what we need to do to support our staff and volunteers, holding the organisation accountable for those actions. We are mindful that diversity of all kinds – not just equal gender representation – will extend our ability to serve the communities with which we work.

Helpful definitions

By law, Guide Dogs are required to annually publish six pre-defined calculations in order to comply with the gender pay gap regulations. The values are based on a snapshot date of 5 April 2019.

Helpful definitions:

- The mean gender pay gap is a comparison of the average hourly pay for men and for women.
- The median gender pay gap is a comparison of the middle number for each gender, when all hourly pay is ordered from lowest to highest, split by men and women.
- Pay quartiles show the proportion of men and women, ranked by hourly pay, and divided into four quartiles from lowest to highest paid.



Summary – mandatory gender pay gap reporting 2020 & 2021


The table below has 3 columns and 6 rows

	2020	2021
Mean gender pay gap	13.11%	13.71%
Median gender pay gap	8.61%	11.25%
Mean bonus gender pay gap	No bonuses given	No bonuses given
Median bonus gender pay gap	No bonuses given	No bonuses given
Proportion of male and female employees who received a bonus	No bonuses given	No bonuses given

The table below has 4 columns and 9 rows identifying the proportion for male and female employees in the upper quartile, upper middle quartile, lower middle quartile and lower quartile for 2020 and 2021.

Proportion of male and female employees by quartile

Quartile	Male	Female
Upper quartile 2020	30.47%	69.53%
Upper quartile 2021	29.38%	70.62%
Upper middle quartile 2020	17.92%	82.08%
Upper middle quartile 2021	18.82%	81.18%
Lower middle quartile 2020	18.23%	81.77%
Lower middle quartile 2021	15.09%	84.91%
Lower quartile 2020	14.03%	85.97%
Lower quartile 2021	13.71%	86.29%



Guide Dogs is a working name of The Guide Dogs for the Blind Association.
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