



Gender Pay Gap Report 2022

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Introduction

Guide Dogs is here to help people who are blind or partially sighted live the life they choose. Everyday 250 more people join the two million already living with a vision impairment and this number is set to double by 2050. Through our wide range of life-changing services, both with and without dogs, we help thousands of people who are blind or partially sighted live actively, independently, and well.

We have nearly 1,800 staff and a community of over 14,000 volunteers across the UK. Their skills, empathy and dedication make our guide dog and other essential services possible. Whether our staff and volunteers carry a lead or a laptop, raise money or deliver vital services, we're all passionate about making a difference to people's lives. We're proud to be a Disability Confident employer, and to hold Investing in Volunteers accreditation.

We understand the crucial role of our staff, volunteers, and supporters – without them we wouldn't exist. Together we can fulfil our charitable purpose and achieve our ambitions. It's important we represent the communities we work with, and we've started by creating an environment that will give everyone a sense of belonging. Our new DEI strategy, launched in 2022, is a foundation on which our recruitment strategy and people promise are built. To embed our commitment to this strategy our Chief Executive leads our Inclusion Forum.

At Guide Dogs we believe in being accountable and transparent and therefore we have also published our Ethnicity and Disability Pay Gaps, and these can be found in our DEI Strategy for 2022 – follow the link below to view:

DEI strategy

This is our fourth annual gender pay gap report and includes the required disclosures for 2022.

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. We believe this level of accountability and transparency ensures we remain credible among our staff and our supporters. We therefore welcome the opportunity to share our data.

1,800

staff are employed to work across the UK.

14,000

volunteers help us transform the lives of people living with sight loss.

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

For four consecutive years these figures have shown a steady improvement. While we do still show a gender pay disparity at Guide Dogs, this is not due to a lack of female representation at senior levels, rather the lack of male representation in our junior staff – a situation we are actively seeking to address.

We are proud of our Diversity, Equity, and Inclusion journey at Guide Dogs. We have made great strides in raising awareness, delivering formal and informal training, and creating a safe place for people to be themselves at work. We understand the importance of visibility and representation and we work hard to ensure we amplify the voices of those who find it hardest to be heard. We remain committed to becoming an equitable organisation, reflective of the society in which we operate. We will continue to champion equal pay for all staff. We invest in our staff and volunteers to allow them to grow – and we work hard to ensure our people understand the value of their contribution. We want people to forge successful careers as part of the Guide Dogs family.

During the latter part of 2022, we recognised concerns among our people around the cost of living. We have developed new resources to support their financial wellbeing and made a one-off payment to all staff below senior leadership level to support them through this difficult time. This will continue to be an area of focus in 2023.

Together, we are Guide Dogs.



Tom Wright
CEO



Kathryn Ward
People Director

“

We are proud of our Diversity, Equity, and Inclusion journey at Guide Dogs. We have made great strides in raising awareness, delivering formal and informal training, and creating a safe place for people to be themselves at work.

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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.

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, irrespective of their role.

The Gender Pay Gap calculations are taken as a snapshot in time. In 2022 our calculations were made on 5th April.

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

At the start of April 2022, Guide Dogs employed 1,633 people relevant to the calculations required for gender pay gap reporting (1,793 people in total).

The graphic below shows that 81.26% of our employees on this date were women, and 18.74% were men. This compares to 80.75% women and 19.25% men at the 2021 snapshot.



Broken down by age, the table below consists of two columns and four rows.

Age	Number
18 - 34	429
35 - 49	662
50+	540



Our gender pay gap

At Guide Dogs, our 2022 mean average pay gap was 12.92%, and our median pay gap was 8.99%. This is an improvement on our position in 2021 where our mean average pay gap was 13.71% and our median pay gap was 11.25%.

The pay gap at Guide Dogs is due to the shape of our population. In many UK industries and companies, the gender pay gap is created because of an under-representation of women at a senior level. However, at Guide Dogs, the reasons are different. Except for our executive leadership team, which is 50% male and 50% female, there are more women than men employed across our seniority and pay levels, with men more under-represented in junior roles. This means 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.

We are committed to ensuring 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. During the last year we have lived up to our commitment to colleagues who have a vision impairment by creating a dedicated mentoring programme for those looking to progress in their career. The gender make-up of our population of staff who are blind or partially sighted has changed slightly during the year. We now have 47.6% women and 52.4% men compared with 52% women and 48% men last year.

Bonus payments

Based on the reporting definitions, we paid no bonuses for 2022.



Pay by quartiles

The proportion of men and women across the pay levels is consistent across the lower and middle quartiles, with around 81% women and 19% men. The highest paid quartile is split into 80% women and 20% 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. Our priority therefore remains to do more to attract men into the organisation in lower and lower middle quartile roles.

The graphic below shows four charts, each representing a pay quartile for 2022, with the proportion of men and women represented in colour, and the exact percentage written underneath each quartile.

Upper quartile 2022



Upper middle quartile 2022



Lower quartile 2022



Lower middle quartile 2022



Mandatory gender pay gap reporting in 2022

The table below has 3 columns and 6 rows.

Gender Pay Gap	2022	2021
Mean gender pay gap	12.92%	13.71%
Median gender pay gap	8.99%	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 3 columns and 5 rows identifying the proportion for male and female employees in the upper quartile, upper middle quartile, lower middle quartile and lower quartile for 2022.

Proportion of male and female employees by quartile

Quartile	Male	Female
Upper quartile 2022	19.87%	80.20%
Upper middle quartile 2022	22.79%	77.21%
Lower quartile 2022	15.93%	84.07%
Lower middle quartile 2022	16.42%	83.58%

Closing the gap

The gender pay gap at Guide Dogs is due to the gender imbalance of the organisation as a whole, and the distribution of men, i.e. of the men we employ, fewer of them are in more junior or lower graded roles. We employ far more women than men, 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 50% women, and across our wider senior leadership group, the balance is 37.5% men and 62.5% women. During the last year, the number of men in our more junior roles has increased and this is reflected in the reduction in the gender pay gap. We attribute the increase in men applying for roles as being directly related to the conscious decision to make our materials and photography more representative of the diversity we see in communities across the UK. We will continue to develop this approach in the coming year.

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

- Attracting and hiring more men in junior and mid-level roles. We will achieve this by continuing to review our job advertising materials and ensure we represent a wide range of people from across genders, different ethnicities and backgrounds. In addition, we will share information about our staff networks and the ways that people can engage with people who share their lived experience.
- Continuing to ensure all our staff have equal opportunities to develop to the highest level, including reducing real or perceived barriers to progress and investing in individual staff to support their progress. We are doing this through a policy framework which supports everyone at work throughout the different stages of their life. Women at work will benefit from a Menopause Policy. Men and women will benefit from a Trying to Conceive and Baby Loss Policy, Cognitive Decline Policy and coaching and mentoring as they return to work after periods of family related leave.

We will continue to improve our processes, tools and ambition around equitable recruitment methods. Currently this includes unconscious bias as part of managers' recruitment training, training managers on inclusive interviewing methods and including employees with lived experience of vision impairment as part of our recruitment panels, which will help us to explore the values and motivations of applicants alongside their skills and experience.

One of the challenges we face in driving change quickly is our relatively low levels of staff turnover. 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 the last year, our turnover has been 9.33%, made up of 10.06% male and 9.18% female. This is consistent across the genders, and lower than the UK charity sector average of 18%.

In 2019 we asked an independent expert to review our data and help us to see what more we could do. They told us:

- We should look beyond moving our demographics by hiring more junior men or promoting/hiring even more women into senior ranks.
- To work on other elements which influence individual compensation, including how people develop through the organisation, and how we value and pay for roles and responsibilities.

We have worked purposefully on these commitments over the last three years. Our next step is to launch our People Promise, this includes elements which are both systemic and cultural and which we are confident will have an impact on our gender pay gap. We continue to shine a light on our progress in three specific areas which are gender, disability and ethnicity and they will remain our priorities for the coming year.


Helpful definitions

By law, we are required to annually publish six pre-defined calculations to comply with the gender pay gap regulations. The values are based on a snapshot date of 5th April 2022.

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.





The Guide Dogs for the Blind Association is a company limited by guarantee and a registered charity in England and Wales (209617), Scotland (SC038979) and Isle of Man (1334). B703 03/23

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