



Reception



Gender Pay Gap Report 2023

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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. We help thousands of people who are blind or partially sighted live actively, independently, and well through our wide range of life changing services both with a dog and without.

We have over 2,000 staff and a community of over 17,000 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 are all passionate about making a difference to people's lives. We are proud to be a Disability Confident employer, and to hold Investing in Volunteers accreditation.

Our staff, volunteers, and supporters are our most valuable asset – without them we would not exist. Together we fulfil our charitable purpose and achieve our ambitions. We understand the importance of our workforce being representative of the communities we provide services to, and we have demonstrated our commitment to this aim, for the last five years. Our DEI strategy is now in its second year of delivery and as a result our employee engagement survey results have improved significantly in areas such as belonging and bringing your whole self to work.

Our Chief Executive continues to lead our Inclusion Forum and our employee networks remain important places for people with a range of lived experience to come together, share their experiences and provide allyship and support to each other. In 2023 we have seen a focus on carers, with the development of a carers network and a refresh of our caring related policies.

This is our fifth annual gender pay gap report and includes the required disclosures for 2023.

Gender pay gap reporting is a legal requirement, however at Guide Dogs we also welcome the conversation it creates around equality of pay and opportunity across all genders. In 2023, we reviewed our employee engagement survey results by gender to further understand how our employees are experiencing Guide Dogs differently. This gave us fascinating insights and is something we will reflect on further in the coming year.

2,000

staff are employed to work across the UK.

17,000

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 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 categories of men and women.


For five consecutive years these figures have shown a steady improvement in the mean gender pay gap. Whilst 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. In 2023 our median gender pay gap has increased slightly and this is due to an increase in women in junior roles.

We continue to be proud of our Diversity, Equity, and Inclusion journey at Guide Dogs, however, we cannot be complacent. We recognise the on-going journey and the ever-changing world around us. We remain cognisant of the needs of minoritised communities and will continue to focus on ensuring Guide Dogs is a fair and equitable place to be with a powerful sense of inclusion and belonging. We have continued to make great strides in creating a safe place for people to be themselves at work, where they can thrive and develop their careers. 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 continue to embed equality impact assessments, to ensure we fully identify and respond to any unconscious bias in our strategic or operational decision making.

We will continue to champion equal pay for all staff, our pay is in line with Living Wage Foundation rates and we invest in our staff and volunteers to allow them to grow. We work hard to ensure our people understand the value of their contribution and are recognised both in financial and non-financial terms.

We have continued with our cost of living, support for a second year and will do so again next year. We understand that the on-going cost of living crisis is putting a strain on our people, and we want to do all we can to support them in the most appropriate way.

Together, we are Guide Dogs.



Andrew Lennox
Chief Executive



Kathryn Ward
Director of People

“

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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 2023 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 individuals of each gender and dividing the total by the number of people represented. 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.

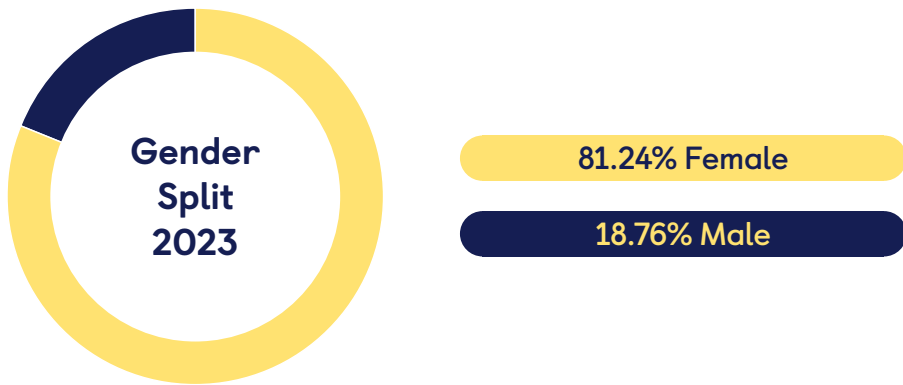
We report on pay quartiles as well, which shows the percentage of women and men in each quartile, i.e. four equal parts, from lower paid through lower middle, upper middle and highest paid.



Our gender pay calculations

At the start of April 2023, Guide Dogs employed 1,781 people relevant to the calculations required for gender pay gap reporting.

The graphic below shows that 81.24% of our employees on this date were women, and 18.76% were men. This compares to 81.26% women and 18.73% men at the 2022 snapshot.



Broken down by age our employees are:

The table consists of two columns and four rows.

Age	Number
18-34	483
35-49	701
50+	597



Our gender pay gap

At Guide Dogs, our 2023 mean average pay gap was 11.54%, and our median pay gap was 9.77%. This is an improvement on our position in 2022 in relation to our mean average pay gap which was 12.92%. There is a slight increase in our median pay gap which was 8.99% in 2022 this is due to slight increase in women recruited into junior roles.

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. There are more women than men employed across our seniority and pay levels throughout the organisation. Men are more under-represented in junior roles. This means there are proportionally more men in senior roles than junior roles. This then impacts on average 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. We support career development and progression through structures such as our Academy, which trains the Guide Dog Trainers and Guide Dog Mobility Specialists of the future. We also have a wide range of apprenticeships opportunities, a mentoring programme, and a broad range of digital learning opportunities.

Bonus payments

Based on the definitions for gender pay gap reporting, we paid no bonuses for the year 2023.



Pay by quartiles

The proportion of men and women across the pay levels is consistent across the lower and middle quartiles, with around 82% women and 18% men. The highest paid quartile is split into 78% women and 22% 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 circles, each representing a pay quartile for 2023, with the proportion of men and women represented in colour, and the exact percentage written underneath each quartile.



Closing the gap

The gender pay gap at Guide Dogs is due to the gender imbalance of the organisation, 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 62.5% women, and 37.5% men. During the last year, the number of women in our more junior roles has slightly increased and this is reflected in the slight increase in the median gender pay gap. We will continue to monitor the gender of applicants for all our roles and focus on making our advertising materials appealing to professionals of all genders and diverse lived experience.

To reduce our gender pay gap further, we will be focusing 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 various stages of their life. Women at work 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. In 2023 we have had a focus on supporting Carers at work.

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 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 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. We launched our People Promise in 2023, this includes elements which are both systemic and cultural and which we hope will start to influence 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.

For the last two years, the organisation has responded to the cost-of-living crisis, by providing employees with a range of support including financial wellbeing resources and one off payments.

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 5 April 2023.

- 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.



Mandatory gender pay gap reporting in 2023

The table below has 3 columns and 6 rows.

	2023	2022
Mean gender pay gap	11.54%	12.92%
Median gender pay gap	9.77%	8.99%
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 2023.

Quartile	Male	Female
Upper quartile 2023	21.8%	78.2%
Upper middle quartile 2023	21.12%	78.88%
Lower middle quartile 2023	16.59%	83.41%
Lower quartile 2023	15.51%	84.49%





Guide Dogs is a working name of The Guide Dogs for the Blind Association. Registered Office: Hillfields, Burghfield Common, Reading, Berkshire, RG7 3YG. A company limited by guarantee registered in England and Wales (291646) and a charity registered in England and Wales (209617), Scotland (SC038979) and Isle of Man (1334).

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