



Gender Pay Gap Report 2024



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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 1,868 staff supported by a community of volunteers across the UK.

We are proud to be a Disability Confident employer.

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.

Our DEI strategy is now in its third year of delivery and areas such as belonging and bringing your whole self to work remain a priority. Our Chief Executive leads our Inclusion Forum and our employee networks are valued as places for people with a range of lived experience can come together and support each other.

This is our sixth annual gender pay gap report and includes the required disclosures for 2024.

Gender pay gap reporting is a legal requirement, however at Guide Dogs we welcome the conversation it creates around equality of pay and opportunity across all genders. We also review our employee engagement survey results by gender – alongside other demographic differences – to further understand how those employees are experiencing Guide Dogs and help us prioritise action.



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. However, data shows there has been no change in 2024 for mean and median pay gaps, which are 0.12% and 0.10% respectively. 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 lower male representation in our junior staff.

We continue to be proud of our wider 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 thrive and 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 continue to use equality impact assessments, in strategic and operational decision making, to ensure we fully identify and respond to any unconscious bias.

We will continue to champion equal pay principles, within a wider reward offering. Our pay is in line with Living Wage Foundation rates, staff can tailor their benefits package to meet their own needs, 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.



Andrew Lennox
Chief Executive



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.

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 2024 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.

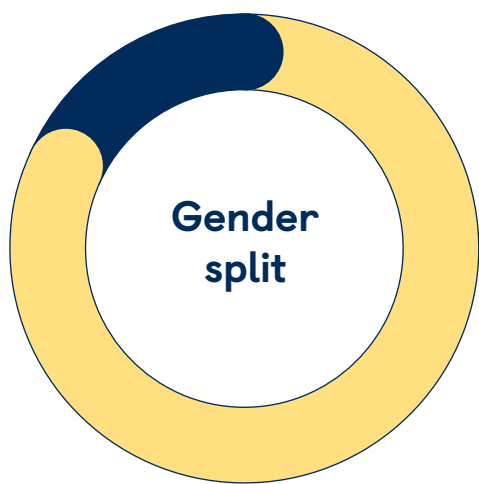
We report on pay quartiles as well, which shows the percentage of women and men in each quartile, i.e. four equal parts, from lower paid through lower middle, upper middle and highest paid.



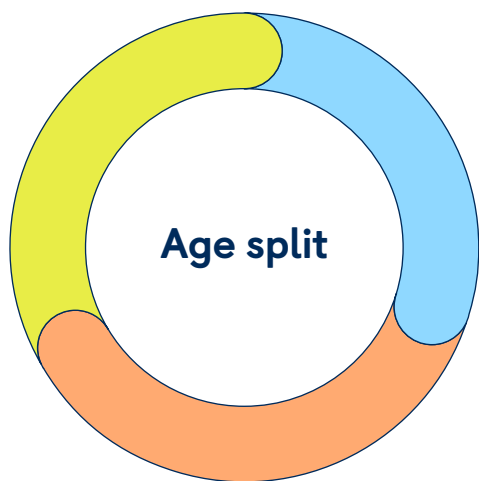
Our gender pay calculations

At the start of April 2024, Guide Dogs employed 1,868 people relevant to the calculations required for gender pay gap reporting.

The graphics below show that: 81.63% of our employees on this date were women, and 18.37% were men. This compares to 81.24% Female 18.76% male in in 2023. Broken down by age our employees are: Age Number: 18-34, 599, (29.93%). 35-49, 686, (36.72%). 50+, 623, (33.35%).



- 81.63% Female
- 18.37% Male



- 29.93% 18-34 Years
- 36.72% 35-49 Years
- 33.35% 50+ Years



Our gender pay gap

At Guide Dogs, our 2024 mean gender pay gap was 11.82%, and our median pay gap was 10.31%. This is an improvement on our position in 2023 in relation to our mean average pay gap which was 11.54%. There is a slight increase in our median pay gap which was 9.77% in 2023 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 all levels of seniority and pay, and whilst men are underrepresented overall, they are more underrepresented 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

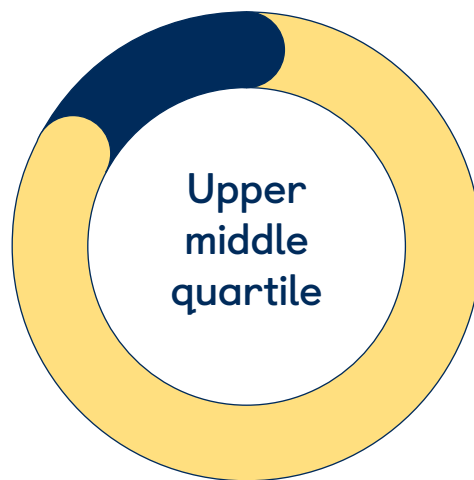
Based on the definitions for gender pay gap reporting, we paid no bonuses for the year 2024.

Pay by quartiles

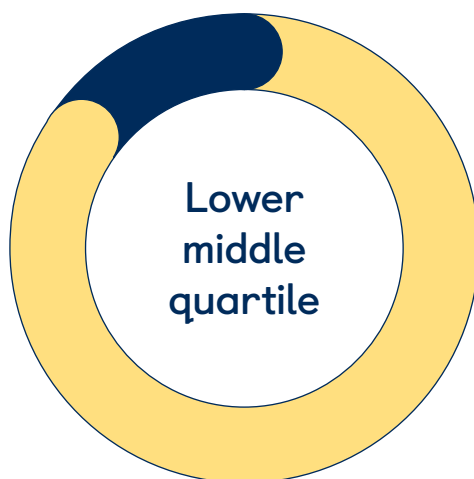
The proportion of men and women across the pay levels is consistent across the lower and middle quartiles, with around 82% women and 18% men. The highest paid quartile is split into 72.17% women and 27.83% men, which is a marginal increase towards women at the senior level from last year. Given the high number of women who work for the organisation this demonstrates internal progression to higher paid and grade roles. Our priority therefore remains to do more to attract men into the organisation in lower and lower middle quartile roles.



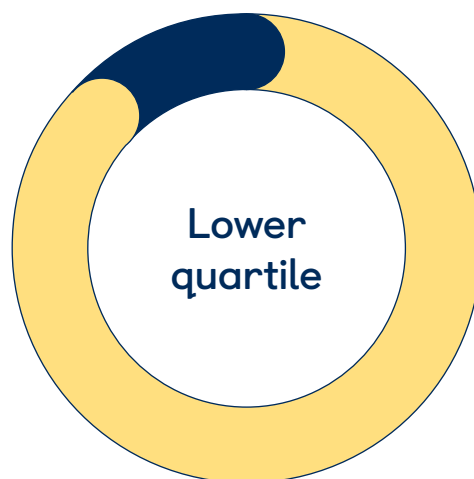
72.17% Female
27.83% Male.



82.87% Female
17.13% Male.



84.79% Female
15.21% Male.



86.72% Female
13.28% Male.

Closing the gap

The gender pay gap at Guide Dogs is due to workforce gender imbalance and the distribution of men across roles. While we employ significantly more women than men, fewer men occupy junior or lower-graded positions. This reflects sector trends in charity, social care, health, and animal welfare. We are confident that our pay gap stems from gender distribution across levels rather than underrepresentation of women in senior roles. For instance, our Executive Directors are 66.6% women and 33.3% men. Since our last report, the proportion of women in junior roles has slightly increased, contributing to a rise in the median gender pay gap. We will continue in monitoring applicant diversity and refining our recruitment materials to attract a broad range of candidates. We remain committed to fostering an inclusive workforce with diverse experiences and a more balanced gender representation.

To further reduce the gender pay gap, we are focusing on two key areas:

- Attracting and hiring more men in junior and mid-level roles by enhancing our equitable recruitment methods. This includes reviewing talent attraction practices, embedding unconscious bias training in manager recruitment programs, and equipping managers with inclusive interviewing skills. We also involve employees with lived experience of vision impairment in recruitment panels to assess candidates holistically. Additionally, we share information on reward, recognition, development opportunities, and engagement with staff networks, to ensure a welcoming and supportive workplace for all.
- Ensuring equal opportunities for all employees to thrive, progress, and develop at the highest level. We are committed to removing real or perceived barriers and investing in staff development tailored to personal goals. Our policy framework supports employees through life's changing priorities, ensuring inclusive workplace support.
- We have recently launched or reviewed policies related to menopause, working carers, and expanded special leave for unexpected life events. We will shortly introduce dedicated guidance on preventing sexual harassment and supporting employees who experience workplace trauma (previously covered within related policies). Looking ahead, we will continue developing inclusive, family-friendly policies, including neonatal care leave and pay, and strengthening protections against harassment to support vulnerable individuals and groups in achieving safety and success at work.



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, the Carers 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 Guide Dogs faces 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. Looking forwards, Guide Dogs underwent a major restructure in 2024-2025, with a reduction of approximately 10% of the workforce and therefore limited external recruitment.

We will continue to shine a light on any disparities between the experiences of our workforce, including gender, disability and ethnicity and be consistent in our long term efforts to redress imbalance. We also track our disability and ethnicity pay gaps, and 2024 shows a small movement on this from 2023 figures:

Category	2023 Gap	2024 Gap
Disability pay gap	-1.25%	-1.45%
Ethnicity pay gap	-1.25%	-1.61%

These figures evidence positive equity for both communities.

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 2024.

- 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 2024

The table below has 3 columns and 6 rows.

Category	2024	2023
Mean Gender Pay Gap in hourly pay	11.82%	11.54%
Median Gender Pay Gap in hourly pay	10.31%	9.77%
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 12 rows identifying the proportion for male and female employees in the upper quartile, upper middle quartile, lower middle quartile, and lower quartile for 2024.

Quartile	Male	Female
Upper quartile	27.83%	72.17%
Upper middle quartile	17.13%	82.87%
Lower middle quartile	15.21%	84.79%
Lower quartile	13.28%	86.72%





Guide Dogs is a working name of The Guide Dogs for the Blind Association.
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and a charity registered in England and Wales (209617), Scotland (SC038979)
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