



## Gender Pay Gap Report - 2018

Guide Dogs wants to be an inclusive and diverse organisation, which includes reducing our gender pay gap. During 2018, we worked with an external Independent adviser to help us investigate the reason for our pay gap, as there was no clear explanation for our 2017 results.

We are reporting marginally higher Gender Pay Gaps for 2018 than 2017. Our analysis, supported by external guidance, shows that this does not appear to result from the most common cause of gender-related pay gaps, which is lack of female representation at senior levels. Having investigated the reasons driving the gender pay gap, we noted that a higher proportion of women are found in more junior (lower-paid) roles. (Guide Dogs employs 1,478 staff, of which 79% are female and 21% are male. Amongst the 344 employees in 'trainee' roles, 82% are female.)

Our independent adviser noted that we have much to be proud of as an inclusive employer, but we want to do more to close the gender pay gap.

The review identified that:

1. We have robust policies in place
2. There are more women in senior roles than men
3. Many women have grown in their jobs and been promoted, and we are investing in leadership development
4. We offer a wide range of flexible working arrangements – available to all staff - and are continually investing in our infrastructure to support this

We will continue to take action to focus on the following:

1. Seek to increase the balance of male and female candidates applying for junior level roles
2. Introduce an improved performance management framework, including a review of our pay progression policy in order to remove potential for unconscious bias
3. Continually monitor employee-related data, including analysing promotions, recruitment and performance management results to ensure there is no bias

## 2018 Gender Pay Data

Under the Equality Act 2010, employers with 250 employees or more are now required to publish their gender pay gap for their employees. This shows an

average difference in the hourly rate of pay received by males and females within an organisation and average difference in bonus payments received.

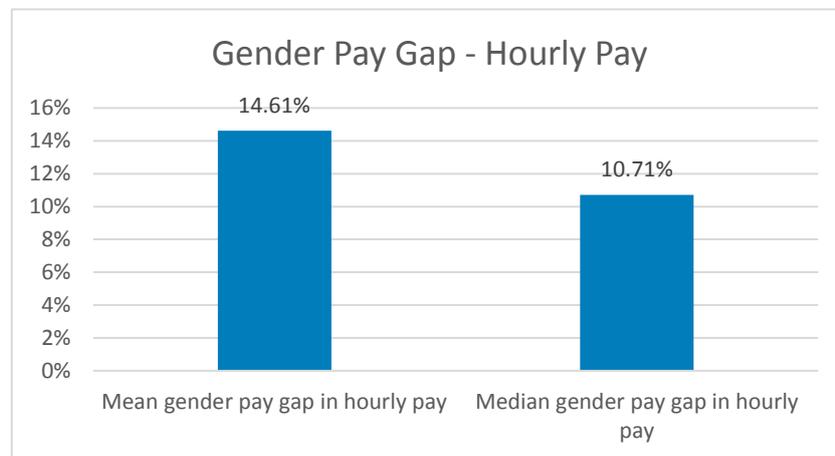
This should not be confused with equal pay which means that men and women performing the same or similar work or work of equal value must receive equal pay.

## What were our 2018 Gender Pay Gap headline figures?

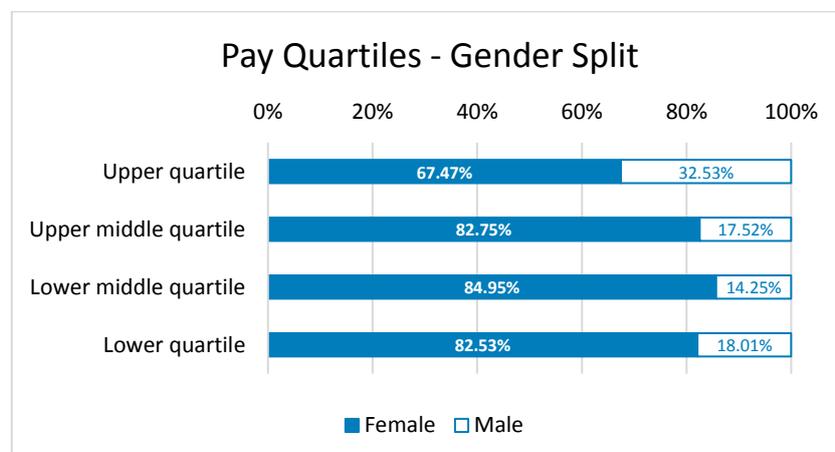
The graphs below provide a summary of our results.

### Hourly Pay

The first graph shows our mean and median percentage difference in the hourly rate of pay.



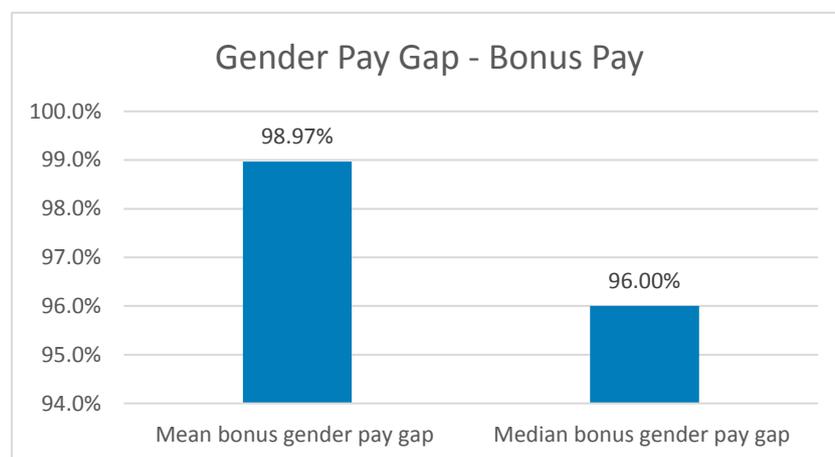
The report uses a data snapshot taken on 5 April 2018. Since this date, changes have occurred to the male/female ratio at senior level, which now broadly reflects the male/female ratio in the organisation.



## Bonus Pay

Bonus payments are not standard practice at Guide Dogs. In 2017, we were advised to include awards under our annual pay progression policy within our bonus reporting; these are increments in base pay resulting from performance in the prior period. Following external advice, we have removed these increases from our bonus calculations in the 2018 report; as these impact on subsequent base pay, they are captured in the first graph above.

In 2018, following approval from Guide Dogs remuneration Committee, 2 employees were paid a one-off bonus payment for exceptional reasons. The graph below - based solely on these two payments - shows our mean and median percentage difference in bonus pay.



As these were exceptional and unrelated, we believe the gap is of no significance to the organisation's gender diversity principles.

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Our gender pay gap report has been produced in line with government guidelines published on the government website.