



Gender Pay Gap Report 2025



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.

When comparing to 2024 results, the number of full pay relevant employees has decreased, from 1871 employees in 2024 to 1638 in 2025, a reduction of 233. This reduction can be accounted for by the conclusion of our organisational change program. Our paid workforce continues to be supported by a vast community of volunteers across the UK.

We are proud to be a Level 2 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 and will continue to develop on our work in this area.

As an organisation, we are beginning to shape our updated ADE and I strategy in 2026, with belonging and bringing your whole self to work remaining a priority.

Our Chief Executive and Diversity, Equity and Inclusion Specialist, lead our Inclusion Forum, and our employee networks are valued as places where our people with a range of lived experience can come together and support each other.

This is our seventh annual gender pay gap report and includes the required disclosures for 2025.

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 reviewed 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 seven consecutive years these figures have shown a steady improvement in the mean gender pay gap. However, data shows there has been a positive change in 2025 for mean and median pay gaps, which are 9.9% and 8.6% respectively. These figures compare to 12% mean and 10% median in 2024. 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 work, with a powerful sense of inclusion and belonging. We have continued to make great strides in creating a safe space 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.

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 Equality and 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 2025 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

On 5 April 2025, Guide Dogs employed 1,638 people relevant to the calculations required for gender pay gap reporting.

81% of our employees on this date were women, and 19% were men. This compares to 81.63% Female 18.37% male in in 2024.

Broken down by age our employees were:

- 18-34: 28.21%
- 35-49: 40.84%
- 50+: 30.95%

Our gender pay gap

At Guide Dogs, our 2025 mean gender pay gap was 9.9%, and our median pay gap was 8.6%. Compared to 2024, both the mean and median gender pay gaps have reduced; our mean average pay gap was 11.82% and our median pay gap was 10.31% in 2024.

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 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. In addition, we have a wide range of apprenticeships, 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 2025.

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 70.7% women and 29.3% 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.

- **Upper Quartile:** 70.7% Female, 29.3% Male.
- **Upper Middle Quartile:** 82.5% Female, 17.5% Male.
- **Lower Middle Quartile:** 85.7% Female, 14.3% Male.
- **Lower Quartile:** 84.4% Female, 15.6% Male.

Closing the gap

The gender pay gap at Guide Dogs is due to the gender imbalance of our workforce, 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, this is typical of the sectors our staff are attracted to: charity, social care, health and animal welfare. We are confident that the disparity in average pay is due to the variance in the gender split at different levels, rather than the classic issue of underrepresentation of women in our more senior roles. For example, our Executive Directors are 50% women, and 50% men, an improvement on our 2024 position, of 66.6% women to 33.3% men. Since our last report, the number of women in our more junior roles has slightly increased and this is reflected in the increase in the median gender pay gap. We will continue to monitor the diversity of applicants for all our roles and focus on making our advertising materials appealing to potential applicants of all genders and diverse lived experience. We are committed to being an employer who can attract, retain and develop a workforce with diversity of experience and characteristics, including a more balanced gender representation.

To further reduce our gender pay gap, we will be focusing on two areas:

- Attracting and hiring more men in junior and mid-level roles. We will achieve this by improving our processes, tools and ambition around equitable recruitment methods. Our approach now covers a broad review of how we attract talent to ensure we reach diverse applicants, integrates unconscious-bias awareness into manager recruitment

training, equips managers with inclusive interviewing techniques, and brings employees with vision impairment onto our lived experience panels. All of this helps us to explore the values and motivations of applications alongside their skills and experience. We will share information about reward and recognition, development and the ways that people can engage with people who share their lived experience, for example staff networks.

- Continuing to ensure all our staff have equal opportunities to thrive, enjoy a positive working environment and develop to the highest level. This includes 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 and Menopause Champions, these are in addition to our Wellbeing Buddies. We also offer additional Menopause support options through our flexible benefit selections. Men and Women will also benefit from reviews of all our family friendly policies, in particular paternity leave policy and a new neonatal policy, as well as support and mentoring when returning 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. Guide Dogs underwent a major restructure in 2024-2025, with a reduction of approximately 13% of the workforce and therefore limited external recruitment.

Looking forwards, 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 2025 shows a marginal improvement on this from 2024 figures Disability mean pay gap

2024: -1.45%, 2025 -1.1% and ethnicity mean pay gap 2024 -1.61%, 2025: -4.5%). These figures evidence positive equity for both communities.

Disability and Ethnicity Pay Gaps

We do not have to report on disability and ethnicity pay gaps, but we do so as best practice and as we have significant disabled and ethnic communities. Also, our 65 vision impaired staff form a significant proportion of our disabled community and are direct beneficiaries of our accessibility, diversity, equity and inclusion strategy work, as employees.

Summary of Disability Data and Pay Gap

Data

There are 214 employees who have declared a disability included in the 2025 pay gap data, this is 11 employees fewer than 2024. Neurodiversity has also been included as a disability in the 2025 pay gap results.

Since the previous pay gap in 2024 8 new starters have declared a disability, and 6 of these starters have an hourly rate in the lower quartile. This may contribute to the increased pay gap; however, the mean and median pay gap is low, and the hourly rate is still higher for employees that have declared a disability.

Pay Gap

The mean disability pay gap of -1.1% means that, on average, employees declaring they have a disability have an hourly pay of 1.1% higher than employees declaring they do not have a disability.

The median disability pay gap of -0.9% means that the median hourly pay for employees declaring they have a disability is 0.9% higher than employees declaring they do not have a disability.

We currently have 291 employees that have not provided information on disability or selected prefer not to say.

Summary of Ethnicity Data and Pay Gap

Data

We currently have 141 employees that have not provided information on their ethnicity or selected prefer not to say.

There are 57 employees that have declared they are ethnically diverse included in the 2025 pay gap data this is three employees fewer than 2024.

Since the previous pay gap there have been seven new starters that have declared they are ethnically diverse, and three are in the upper quartile. This may contribute to the mean and median increase for ethnically diverse employees.

Pay Gap

The mean ethnicity pay gap of **-4.5%** means that, on average, ethnically diverse employees have a **4.5%** higher hourly pay than white employees.

The median ethnicity pay gap of **-4.9%** means that the median hourly pay for ethnically diverse employees is **4.9%** higher than white employees.

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 2025.

- 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 2025

The below table shows a comparison of the average gender pay gap between 2024 and 2025. It has three columns and six rows.

Category	2025	2024
Mean Gender Pay Gap in hourly pay	9.9%	11.82%
Median Gender Pay Gap in hourly pay	8.6%	10.31%
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

End of table

The below table shows the number of male and female employees in the upper, upper middle quartile, lower middle, and lower quartiles for 2025. The table has five columns and five rows.

Quartiles	Female (count)	Female (percentage)	Male (count)	Male (percentage)
Upper quartile	290	70.7%	120	29.3%
Upper middle quartile	340	82.5%	72	17.5%
Lower middle quartile	349	85.7%	58	14.3%
Lower quartile	345	84.4%	64	15.6%

End of table

End of document

Guide Dogs Gender Pay Gap Report 2025. 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 in England and Wales (209617) Scotland (SCO38979) and Isle of Man (1334).