

City & Guilds

Gender Pay Gap Report

2024

For internal use



Contents

1. Introduction.....	2
2. Definitions	2
3. Key findings	3
4. Our progress against actions	4
5. Our commitment	5

Introduction

We aim to make a meaningful difference to society through skills.

At City & Guilds we work with people, organisations, and communities to help them (re)train and (re)learn again and again, gaining new skills at every stage of life, regardless of where they start. We understand the life changing link between skills development, social mobility, prosperity, and success. With 56% of women making up our workforce globally, we recognise the strength they bring to our organisation, and we are working to fairly recognise their contribution to our success. This is just one part of our unconditional commitment to Diversity, Equality and Inclusion which is fundamental to delivering our purpose. That commitment extends through to the organisations and wider stakeholders we work with, wherever we work, to improve outcomes for people, organisations and societies through skills.

Definitions

Gender pay gap reporting has been a legal requirement in the UK since 2017 for all organisations with 250 or more employees. It's important to note that the gender pay gap is not the same as equal pay. The gender pay gap looks at the average earnings (base pay, allowances, and bonus) of men and women across the entire organisation, regardless of their roles.

There are 6 statutory measures to be reported on:

Mean Hourly Pay Gap

The average hourly pay difference between men and women. It's calculated by adding up all the hourly wages of men and dividing by the number of men, and doing the same for women. The gap is the difference between these two averages.

Proportion of Men and Women by Hourly Pay Quarter

This shows the percentage of men and women in each pay quarter when we divide all employees into four equal groups, from the lowest to the highest paid.

Mean Bonus Pay Gap

The average bonus pay difference between men and women, calculated similarly to the mean hourly pay gap.

Median Hourly Pay Gap

The middle value of hourly pay when all employees are lined up from lowest to highest. The gap is the difference between the median pay of men and the median pay of women.

Proportion of Men and Women Who Received a Bonus

The percentage of men and women who received bonus pay.

Median Bonus Pay Gap

The middle value of bonus pay when all bonuses are lined up from lowest to highest. The gap is the difference between the median bonus pay of men and the median bonus pay of women.

The gender pay gap is expressed as a percentage of men's pay, helping to show the overall difference in earnings between men and women across the organisation.

Please check out this [Glossary](#) for more definitions of terms used in the report.

Key findings

City & Guilds is committed to promoting gender equality and has made notable progress in reducing its gender pay gap.

57%¹ of our UK-based employees are women

44%² of our Executive Leadership Team are women, including our Chief Executive Office and Chair of the Council

Hourly Pay Gap Reduction

Mean Pay Gap: Reduced by 1.9 percentage points in 2023

Median Pay Gap: Reduced by 1.0 percentage point in 2023

Bonus Pay Gap Reduction

Mean Bonus Pay Gap: Reduced by 7.2 percentage points

Median Bonus Pay Gap: Reduced by 5.8 percentage points

¹ The data excludes TS4U colleagues as they weren't in the dataset/system as of April 2023.

² 4 women and 5 men in total) as of Apr 2023. 5 women (including CEO and Chair of the Council) and 2 men in 2024

	Hourly Pay Gap		Bonus Pay Gap		Proportion of bonus receivers	
Year	Mean	Median	Mean	Median	Male	Female
2023	10.2% ↓	10.0% ↓	22.8% ↓	8.5% ↓	79% ↓	82% ↓
2022	12.1%	11.0%	30.0%	14.3%	86%	85%

Proportion of male and female by Hourly Pay Quarters								
	Upper		Upper Middle		Lower Middle		Lower	
Year	Male	Female	Male	Female	Male	Female	Male	Female
2023	48% ↓	52% ↑	48% ↑	52% ↓	49% ↓	51% ↑	29% ↑	71% ↓
2022	49%	51%	44%	56%	51%	49%	27%	73%

Our hourly pay gap has reduced by 1.9 percentage points for the mean, and 1.0 percentage point for the median in 2023. This progress is due to recognising and promoting talented women to mid-level professional and managerial roles, as well as implementing pay adjustments in line with our Pay Policy to ensure competitive remuneration for all employees.

Despite these improvements, an hourly pay gap remains because there are more women in lower pay quarters and men generally have longer tenures with the organisation, which affects pay levels.

The bonus pay gap has also decreased significantly, with a reduction of 7.2 percentage points for the mean and 5.8 percentage points for the median, thanks to more women in senior roles with higher bonus earnings potential. However, the bonus pay gap persists because more women are in lower-graded and part-time* positions.

**The legislation doesn't account for a fulltime equivalent bonus recalculation for those working part-time.*

Our progress against actions

At City & Guilds, we are committed to closing the gender pay gap and ensuring fairness for all our employees. Here's a look at the positive strides we've made and the actions we've taken to create a more inclusive workplace:

Recognising and Promoting Talent

We've made a concerted effort to recognise and promote talented women into key roles. This has significantly helped reduce the gap in hourly pay.

Ensuring Fair Pay

By reviewing and adjusting salaries, we've made sure that both men and women are paid competitively, contributing to a fairer workplace.

Supporting Work-Life Balance

Our flexible working options help employees balance their work and personal lives, making it easier for women to pursue promotions and career growth.

Coaching and Mentoring

We've launched programmes to coach and mentor our employees, giving them the confidence and skills to excel and advance in their careers.

Inclusive Hiring Practices

We've refined our hiring processes to be more inclusive, training managers to recognise and overcome biases, and ensuring fair pay decisions.

Leadership Commitment

With the appointment of a new Head of Diversity, Equity, and Inclusion, and more women joining our Senior Leadership team, we're driving our commitment to gender equality from the top.

Stronger Communities

Our colleague-led Community Support Groups (CSGs) are embracing intersectionality to help us better understand the unique lived experiences of our workforce. They are strengthening our internal capabilities and creating a more inclusive environment where everyone can thrive. This together with our wider efforts to strengthen employee voice, helps us to ensure we are a listening organisation that is able to respond effectively.

Our commitment

We are dedicated to removing barriers in all aspects of our work, striving to contribute to a more just and equitable society.


We are proud of the progress we've made so far in closing the gender pay gap. By improving how we pay our employees, promoting talented women, and ensuring fair compensation, we are moving towards a more equitable future and inclusive workplace.

However, we know our journey isn't finished. While we celebrate our achievements, we also recognise there is more to do. By embracing intersectionality in our approach to the gender pay gap, we believe this will help us address the complex layers of overall inequality.

We know diversity makes us stronger and more innovative. With the support of our Trustees, Executive Leadership Team, and the whole City & Guilds community, we will keep working towards a place where everyone feels valued and empowered.

Execution

Signed by:



Signature of authorised representative

Kirstie Donnelly

24/09/2024

Signed by:



Signature of authorised representative

Nic Barnes

24/09/2024

Contact us

Giltspur House 5-6 Giltspur Street London EC1A 9DE

customersupport@cityandguilds.com

01924 930 801

www.cityandguilds.com

About City & Guilds

Since 1878 we have worked with people, organisations and economies to help them identify and develop the skills they need to thrive. We understand the life changing link between skills development, social mobility, prosperity and success. Everything we do is focused on developing and delivering high-quality training, qualifications, assessments and credentials that lead to jobs and meet the changing needs of industry.

We work with governments, organisations and industry stakeholders to help shape future skills needs across industries. We are known for setting industry-wide standards for technical, behavioural and commercial skills to improve performance and productivity. We train teams, assure learning, assess cohorts and certify with digital credentials. Our solutions help to build skilled and compliant workforces.

Every effort has been made to ensure that the information contained in this publication is true and correct at time of going to press. However, City & Guilds' products and services are subject to continuous development and improvement and the right is reserved to change products and services from time to time. City & Guilds cannot accept responsibility for any loss or damage arising from the use of information in this publication.

©2024 The City & Guilds of London Institute. All rights reserved. City & Guilds is a trademark of the City & Guilds of London Institute, a charity registered in England & Wales (312832) and Scotland (SC039576).