

City & Guilds Gender Pay Gap Report 2025

Based on data as at 5 April 2024

Last modified 2-July-2025



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Introduction

At City & Guilds, our purpose is to help people, organisations and economies grow through lifelong learning.

We believe in the power of skills to change lives, and we know that creating a fairer, more inclusive workplace is essential to making that happen.

That purpose is grounded in our values - building *trust* through openness, empowering people to *achieve* their potential, striving to *improve*, and creating a space that *inspires* and ensures everyone's contributions are seen and celebrated. These values guide how we work and how we hold ourselves accountable.

This report shares our gender pay gap data as of 5 April 2024, in line with UK legislation. It reflects both the progress we've made and the challenges we continue to address.

With women making up 57%¹ of our UK workforce and 57%² of our Executive Leadership Team - including our CEO and Chair - we are proud of our representation at senior levels. But we also recognise that representation alone doesn't close the gap.

That's why we're taking targeted action to address the structural and cultural factors that influence pay equity, guided by our Diversity, Equity & Inclusion (DE&I) strategy and our long-term vision to be the global skills partner of choice.

Understanding the Gender Pay Gap

Gender pay gap reporting has been a legal requirement in the UK since 2017 for all organisations with 250 or more employees.

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. It is not the same as equal pay, which refers to paying men and women the same for work of equal value.

¹ The data includes CGLI, Gen2, Intertrain, Kineo and Oxford Group employees, but excludes TS4U colleagues as they weren't in our system as of 5 April 2024, which is the effective date of our report.

² 4 women and 3 men in total as of 5 Apr 2024.

In the report, the gender pay gap is shown as a percentage of men’s pay. This helps highlight the overall difference in average earnings between men and women across the organisation.

There are 6 statutory measures to be reported on:

	Measure	What it means
1	Mean Hourly Pay Gap	The average hourly pay difference between men and women. Calculated by adding all men’s hourly pay and dividing by the number of men and doing the same for women. The gap is the difference between these two averages.
2	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 middle (median) value of pay for men and women.
3	Mean Bonus Pay Gap	The average difference in bonus pay between men and women. Calculated using the same method as the mean hourly pay gap, but using bonus pay.
4	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 middle (median) value of bonus pay for men and women.
5	Proportion Receiving Bonus	The percentage of eligible men and women who received any form of bonus pay during the reporting period.
6	Proportion by Hourly Pay Quarter	Shows the percentage of men and women in each of four pay bands (quarters), from lowest to highest. All employees are ranked by hourly pay and split into four equal-size groups.

For more definitions and explanations of terms used in this report, see the [glossary](#).

Key findings

Summary of our 2025³ data:

	Hourly Pay Gap			Bonus Pay Gap				Proportion of bonus receivers		
	2024	2025	Trend	2024	2025	Trend		2024	2025	Trend
Mean	10.2%	11.3%	↑ 1.1pp	22.8%	8.7%	↓ 14.1pp	Female	82%	83%	↑ 1pp
Median	10.0%	13.4%	↑ 3.4pp	8.5%	13.4%	↑ 4.9pp	Male	79%	84%	↑ 5pp

Gender proportions by Hourly Pay Quarters					
Year	Gender	Upper	Upper Middle	Lower Middle	Lower
2024	Female	52%	52%	51%	71%
	Male	48%	48%	49%	29%
2025	Female	49%	54%	53%	73%
	Male	51%	46%	47%	27%

What does the data tell us

Our latest gender pay gap data shows that we have more work to do. Our mean hourly pay gap increased by 1.1 percentage point (pp), and the median by 3.4 percentage points.

This gap in hourly pay is being driven by several factors. Over the past year, a number of women in senior roles have moved on to new opportunities. In many cases, these roles have either not yet been reappointed or have been filled at lower grades, which has had a direct impact on our average pay figures.

We also continue to see a higher proportion of women in roles within the lower pay quarters. At the same time, men remain overrepresented in our Technology and

³ In the charts shown, for the year defined as 2024, this is based on data as at April 2023. This is the same for the year defined as 2025, this is based on data as at April 2024.

Training functions - areas that are typically higher paid and have historically been male-dominated across the wider sector.

There is encouraging progress in our bonus pay gap. The mean bonus gap has reduced by 14.1 percentage points, reflecting the growing presence of women in our most senior executive leadership roles. However, the median bonus gap has increased by 4.9 percentage points. This is influenced by the fact that we have a higher proportion of women in part-time or lower-graded roles, and we have hired more women into lower-graded roles which affects bonus amounts.

It's important to note that current legislation does not adjust bonus figures to reflect full-time equivalent pay, which can distort comparisons for part-time employees.

Our actions

We remain committed to taking targeted, evidence-based action to close the gender pay gap. Our approach is guided by our Diversity, Equity and Inclusion (DE&I) strategy and our belief that everyone should have the opportunity to thrive, grow and progress.

What we're already doing

- **Inclusive and equitable recruitment**

We're embedding equity into every stage of our recruitment process - from how we attract candidates to how we make hiring decisions. We use gender-neutral language in all job adverts and track hires by business area to identify where further action is needed. All hiring managers complete our 'Passport to Hire' training before interviews begin, equipping them to make fair, evidence-based decisions and reduce bias. Together, these steps help break down barriers that can affect women and other underrepresented groups. We also review our exit surveys to better understand why people leave, and whether gender-related factors are at play, so we can improve retention and build a more inclusive employee experience.

- **Flexible working**

We know that flexibility at work is not just a benefit - it's a key enabler of equity. That's why we offer a range of flexible working options to support our people in balancing their careers with other responsibilities, such as caring, further learning, or personal wellbeing. These options are already in place across much of our organisation and are helping to remove structural barriers that disproportionately affect women.

- **Amplifying employee voice**

Our colleague-led Community Support Groups (CSGs), Local Feedback Group (LFG), and the Future Group continue to be a vital part of how we listen, learn and act. By embracing intersectionality, they help us better understand the lived experiences of our people and shape a more inclusive culture. This year, we've strengthened our approach: coordinating CSG activities more strategically, refreshing our DE&I content, and launching a shared language lexicon to ensure we speak about inclusion in a consistent, respectful and empowering way. Together, these efforts are building stronger communities and a workplace where every voice is heard.

What we're doing next

- **Embedding flexible working in practice**
We're launching manager workshops to turn flexible working from policy into everyday practice. These sessions will equip managers to apply flexible working principles consistently, enabling more people to thrive at every stage of their career.
- **Supporting career continuity**
We are introducing return-to-work coaching for colleagues returning from extended leave, such as maternity leave. This will help rebuild confidence and support career progression.
- **Ensuring fair pay at entry**
We are strengthening our processes for reviewing pay decisions at the point of hire to ensure consistency and fairness from the outset.
- **Monitoring internal progression**
We are enhancing our oversight of promotion practices and pay progression to ensure equity in how opportunities and rewards are distributed.
- **Strengthening DE&I data and transparency**
We are improving how we collect, analyse and report DE&I data internally, through initiatives like our data disclosure campaign and improved reporting tools. This helps us better understand where inequities exist and take targeted action to close gaps in pay, progression and representation.
- **Investing in inclusive leadership**
We are investing in leadership training on inclusive behaviours and practices on topics such as neurodiversity and menopause. These sessions help leaders understand the lived experiences of underrepresented groups and create more equitable environments.

Our commitment

Since we began reporting in 2017, we've made good progress - reducing our mean hourly pay gap from 15.8% to 11.3%. But we know progress isn't always a straight line. This year's increase is a clear signal that we must keep listening, keep learning, and keep acting.

Closing the gender pay gap isn't just about numbers - it's about people. It's about making sure everyone has a fair chance to grow and succeed, whatever their role or background. That's why we are focused on the things that matter: how we hire, how we support progression, how we embed flexibility, and how we hold ourselves accountable.

With the support of our Trustees, Executive Leadership Team, colleagues, and wider community of partners and suppliers, we're committed to building a more inclusive organisation and culture that reflects the diversity of the world we live in and delivers better outcomes for everyone we work with and serve. Equity isn't just a goal - it's a shared responsibility.

Signed by:



Kirstie Donnelly MBE
Chief Executive

5 April 2025

Signed by:



Kathryn Bowe
Executive Director of People

5 April 2025

APPENDIX

Glossary

Bonus pay

Bonus pay is any extra money given on top of regular salary, for example a corporate bonus or sales incentive. It's usually part of a structured reward scheme and paid over a short period.

Equal Pay

Equal pay is a legal requirement under the Equality Act 2010, ensuring that men and women carrying out work that is the same or similar receive equal pay. Any difference in pay should be justified and non-discriminatory.

Gender Pay Gap

The difference in average earnings between men and women across the organisation.

It's calculated as: $(\text{Average men's pay} - \text{Average women's pay}) \div \text{Average men's pay}$

Hourly pay

Hourly pay includes base pay and any allowances or even bonuses paid out in the snapshot month (e.g. data from April 2024 which will be shown in the 2025 report).

Hourly Pay Quarters

All employees are ranked by hourly pay and split into four equal groups ("quarters"), from the lowest to the highest earners. This shows how men and women are spread across different grades.

Mean

This is the average value. For example, in pay, it's worked out by adding up all pay values for men or women and dividing by the number of people in each group.

Median

The median is the middle value in a sample after values are sorted from the lowest to the highest.

Snapshot date

This is the date the report data is based on. For this report, it's 5 April 2024, as required by UK gender pay gap reporting regulations.

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About City & Guilds

For almost 150 years City & Guilds has been dedicated to advancing the skills that people, organisations and societies need to thrive, both now and in the future.

As the global skills partner, we empower organisations to grow by creating and delivering comprehensive end-to-end solutions. These include high-quality skills training and credentials designed to meet the evolving needs of industries and workforces. Through our trusted network of colleges and training provider partners, learners across the globe develop skills and competencies that lead to employment and career progression.

Each year, over 5.1 million learners of all ages and backgrounds benefit from City & Guilds learning programmes, which have contributed £15.3bn to society in the UK alone. We champion workforce development and technical training routes that drive social mobility, prosperity, and success. By working closely with industries and governments, we also advocate for improvements across the global skills landscape.

Our City & Guilds Foundation amplifies this purpose by focusing on high-impact social investment, recognition, and advocacy programmes. These initiatives aim to remove barriers to employment, celebrate best practice on the job, and advocate for jobs of the future.

City & Guilds Training, Gen2, Intertrain, ILM, and The Oxford Group brands are all a part of City & Guilds.

For further information please visit cityandguilds.com/about-us

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