

Gender Pay Gap Report 2026

Based on data as at 5 April 2025

Version 1.0

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For internal use



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1. 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 2025, 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% of our UK workforce and 60% of our Executive Leadership Team - 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.

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](#).

1.1. Key Findings

Summary of our 2026 data

	Hourly Pay Gap			Bonus Pay Gap				Proportion of bonus receivers		
	2025	2026	Trend	2025	2026	Trend		2025	2026	Trend
Mean	11.3%	9.0%	↓-2.3pp	8.7%	-0.9%	↓-9.6pp	Female	83%	89%	↑ 8pp
Median	13.4%	11.1%	↓-2.3pp	13.4%	0.0%	↓0.0pp	Male	84%	92%	↑ 6pp

Gender proportions by Hourly Pay Quarters					
Year	Gender	Upper	Upper Middle	Lower Middle	Lower
2025	Female	49%	54%	53%	73%
	Male	51%	46%	47%	27%
2026	Female	50%	55%	52%	71%
	Male	50%	45%	48%	29%

1.1. What does the data tell us?

Our gender pay gap reduced, reflecting an increased representation of women in more senior and higher-paid roles. Indeed, the proportion of women in the lower and lower middle hourly pay quarters decreased, while it increased in the upper middle and upper quarters. This is the result of hiring and promoting women into more senior roles and the higher number of men in senior roles leaving.

In relation to bonus pay, a greater proportion of women than men received a senior leader bonus plan alongside receiving higher earnings in line with higher performance ratings.

Due to a challenging trading year our Training companies received nil or lower bonus payments that usual. Because Training employ more men particularly in more senior roles, this impacted bonus pay overall, meaning there was no bonus pay gap in the reporting year.

On the other hand, our Training companies who employ more men (inc. in more senior roles) received lower bonus pay amounts than usual due to a difficult trading year. Thus explaining the lack of bonus pay gap for this reporting year.

The increase in the bonus recipients % likely reflected the workforce movement with fewer hires than the year before, therefore impacting positively bonus eligibility and pro-ration factors.

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.

2. 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.

2.1. What we're already doing

- **Embedding Flexible working in practice**

We have ran several sessions of workshops for people managers to equip them with the skills to apply flexible working principles consistently across the organisation. We have ensured that the information on how to turn our policies into practice, using practical examples and fully inclusive principles, enabling people to thrive at every stage of their career.

- **Supporting Career Continuity**

We have introduced return to work coaching for colleagues coming back from periods of extended leave such as maternity leave. When colleagues return to work after the extended leave event they are invited to attend 3 rapid coaching sessions to support people returning to their careers after maternity leave. Combined with our other family friendly policies we are working hard to ensure that colleagues have the choice and are supported to pursue their career.

- **Objective Pay Setting at Recruitment and Promotion**

We operate a defined pay range with a minimum salary that applies to both recruitment and promotion decisions. This minimum represents the standard entry point to the role and is applied consistently, regardless of gender. As a result, individuals appointed or promoted into the role begin from the same minimum pay level. Pay above the minimum may be offered where appropriate, based on an objective assessment of role-relevant knowledge, skills, and experience. This ensures that pay decisions are made consistently and transparently, while allowing flexibility to recognise differing levels of capability and experience at the point of appointment or promotion.

- **Monitoring internal Progression**

During our bi-annual Diversity Equity and Inclusion reports which are reviewed by people services and SLT, we monitor the internal progression of all staff broken down by all diversity characteristics including Gender. We have a strong record within our promotions data of promoting key Female Talent

- **Investing in Inclusive Leadership**

City and Guilds has run an Inclusive leadership programme equipping a key cohort of people managers in the skills required to support diversity within our organisation. All members of this programme were required to complete a capstone project and have received digital credentialling in inclusive leadership. The course content equipped leaders and managers with knowledge and skills to best sponsor female talent within the organisation.

- **Strengthening DE&I Data and Transparency**

During 2024/2025 City and guilds ran a data disclosure campaign encouraging everyone within the organisation to engage with our diversity monitoring section on our internal database. These insights would allow us to make better decisions across the broader people strategy and to target any interventions we needed to make. During this time, we had a 17pp increase in our disclosure rates.

2.2. What we're doing next

- **Objective Pay Setting at Recruitment and Promotion**

As well as the work already done on minimum pay offers, we will remove Salary history data gathering from all recruited or promoted roles. Benchmarking salaries to previous roles is widely held as counterproductive, and disadvantages women who may tend to have a history of pay inequality compared to their counterparts.

Where possible, we will continue to disclose salary ranges on all City & Guilds job adverts.

- **Inclusive Job Roles and Language**

We will continue to use gender neutral language in recruitment and will pilot the use of anonymised candidate profiles to remove the ability to assess gender and ethnicity in our shortlisting process for entry level roles.

- **Investing in inclusive leadership**

We will roll out our Inclusive leadership programme to all leaders in Q4 2026 and implement an inclusive management E-Learning programme available to all managers in Q4 2026.

- **Senior Leadership Representation**

Where women are underrepresented within the organisation, or at Senior leadership level, we will work to increase their representation by requesting diverse candidate shortlists for these roles. This will allow us to broaden our candidate pool to ensure we get the right talent for our organisation.

3. Our commitment

Since we began reporting in 2017, we've made good progress - reducing our mean hourly pay gap from 15.8% to 9.0%. We know progress isn't always a straight line. This year's reduction is a clear signal that we're on the right track, however we must keep listening, keep learning, and keep acting.

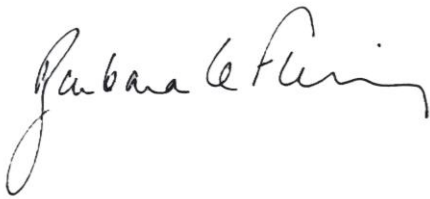
Closing the gender pay gap isn't just about numbers - it's about people. It's about making sure everyone has a fair chance to grow and succeed, whatever their role or background. That's why we are focused on the things that matter: how we hire, how we support progression, how we embed flexibility, and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

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.

4. Declaration

We confirm the information and data reported is accurate as of the snapshot date 5 April 2025.

Signed by:

A handwritten signature in black ink, appearing to read 'Barbara le Fleming', written in a cursive style.

Signature of authorised representative

Barbara le Fleming
**Acting Chief Executive, City & Guilds
Foundation**

8/09/2026

5. Appendix

5.1. 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 2025 which will be shown in the 2026 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 2025, as required by UK gender pay gap reporting regulations.

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About City & Guilds

City & Guilds is the global skills partner, empowering people, organisations and economies to develop the skills they need for growth. With almost 150 years of trusted expertise, we support people into work, help them develop on the job and move into the next job.

We work with Governments, employers, training providers, colleges and industry stakeholders to design and deliver high-quality training, qualifications, assessments and credentials that lead to meaningful career progression. We understand the life changing link between skills development, social mobility and success. Our solutions span critical sectors including construction, engineering, transport, energy and electrical, serving over 1 million learners annually.

Through our comprehensive portfolio of brands and trusted global network, we set industry-wide standards for technical, behavioural and commercial skills to improve performance and productivity. We believe you can achieve your potential - and we're here to help make it happen.

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