

Pay gap reporting 2024

Executive Summary

We're pleased that our 2024 gender pay gap has reduced from last year, continuing the progress we have seen over the previous 3 years. It is also extremely encouraging that our median ethnicity pay gap has reduced to 0%, a figure that we aim to replicate for our other pay gaps. However, it is disappointing that our disability pay gap has increased slightly. We recognise that one of the causes of this may be an increase in the numbers of disabled colleagues sharing their data and the figure may actually represent a more accurate insight than we had last year. Although our disability pay gap has increased, it is still significantly lower than the national disability pay gap of 12.7% .

Our pay gaps represent a largely positive picture, with some of the concerted efforts we have been making to address our pay gaps (e.g. Race Matters development programme) resulting in reductions while other work (e.g. our new Reasonable Adjustments Toolkit) we hope will start to have some impact in next year's report . Overall, the data tells us we still have more to do to ensure all of our pay gaps decrease year-on-year and that we maintain the figure we have achieved in our ethnicity pay gap.

As in previous years, the key driver of our pay gaps is the distribution of people within our pay grades. To help us address this we will be undertaking an ambitious programme of work to develop and implement workforce diversity targets. These will focus on colleague experience as well as representation. Developing these targets means we can:

- Focus our work on the areas we need to make progress. This will support us to target our resources and attention on the areas where the most significant gaps exist
- Clearly measure progress - to scrutinise and reflect on areas that need further attention. We can make this monitoring visible - both internally and externally to increase transparency and accountability

- Encourage a culture of improvement and collaboration - to work across teams to understand what action is having the most impact

These targets will focus on disparities we know exist from our data for disabled colleagues, women and colleagues of colour. This work will not only help address our pay gaps but is also an integral part of building the culture we want to see at Citizens Advice.

About pay gap reporting at Citizens Advice

Each year we, and every other British employer with more than 250 staff, publish our gender pay gap, as required by the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. This is a snapshot of our gender pay gap taken on 5 April every year. Our gender pay gap data is published on the gov.uk website.

Although we are not required to do so by law, we have also published our ethnicity and disability pay gaps in this year's report as part of our wider commitment to advancing equity, diversity and inclusion.

What is the gender pay gap?

The gender pay gap measures the difference in average hourly earnings of men and women in the organisation. The overall gender pay gap is different from equal pay, which considers the difference in pay between men and women who do equal work. All of our jobs are evaluated using a recognised evaluation scheme to make sure we measure the value of every role in a consistent way and pay equally for work of equal value.

The report shows the mean average and the median pay gaps. The mean average is calculated by totalling all salaries and dividing by the number of employees. The median is calculated based on the middle salary from all employees' salaries. The median pay gap is the most important, and the single figure used publicly. As the median salary is the middle salary of a group, it's not distorted by a few outlying high or low salaries.

Gender identity and pay gap reporting

The data we've used for the calculation comes from right-to-work documentation every colleague has to give us by law; this is normally either a passport or birth certificate. We acknowledge this may not provide an accurate record for those who do not identify in the way they have been categorised in these documents. For example, people who are non-binary, intersex or those who have not changed their legal sex in these documents. We use the words men and women in this report to describe pay disparities that exist, while acknowledging that not all colleagues would categorise themselves in this way.

Our current analysis does not look at any variation in pay gaps for trans colleagues as reporting would not be possible given the low numbers of colleagues involved. However we routinely conduct data analysis in other areas to build our understanding of trans colleagues' experiences and use this to shape our approach to addressing any barriers they may face.

Our gender pay gap as of 5 April 2024

The median gender pay gap for 2024 has reduced to 10.7%, from 11.8% in 2023. The mean gap reduced to 11.9%.

The latest national data, published by the Office for National Statistics (ONS), for the year ending April 2024, shows the UK median gender pay gap for all employees was 13.1%. This is based on average weekly earnings which ONS monitor regularly.

Our pay gap for the past six years is set out below.

Table 1: Mean and median pay gap by year of analysis

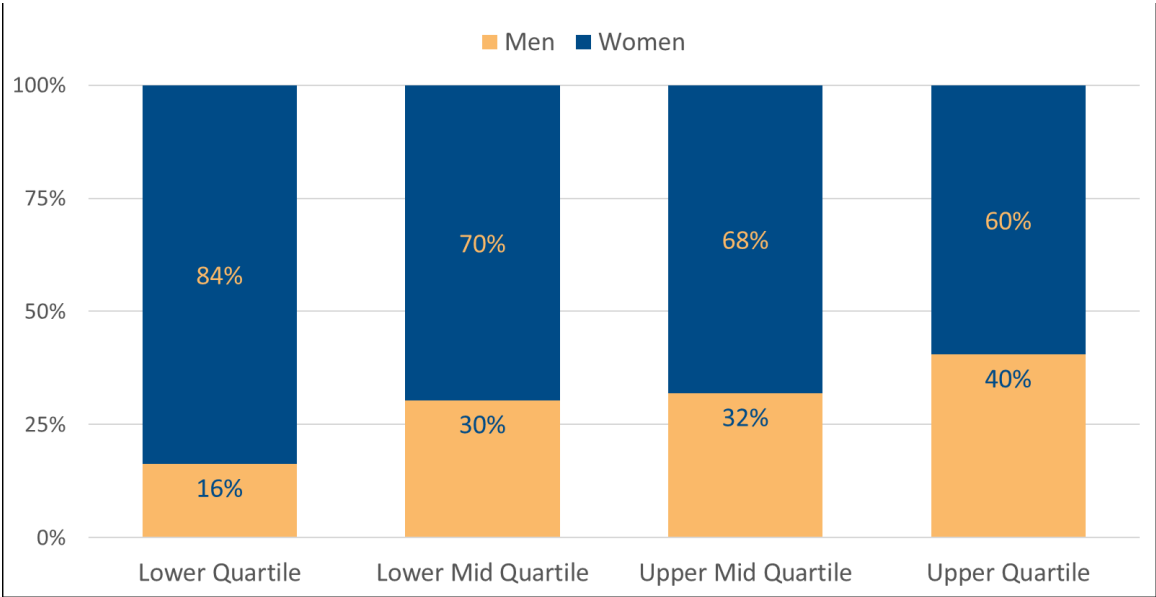
	Year of analysis					
	2024	2023	2022	2021	2020	2019
Mean pay gap	11.9%	12.4%	14.6%	15.9%	13.5%	16.8%
Median pay gap	10.7%	11.8%	16.1%	16.1%	15.9%	18%

Our headcount on 5 April increased from 982 in 2023 to 1029 in 2024. The gender split for the whole of Citizens Advice was 70% women and 30% men on 5 April 2024. This represents a 1% decrease in the proportion of women since April 2023.

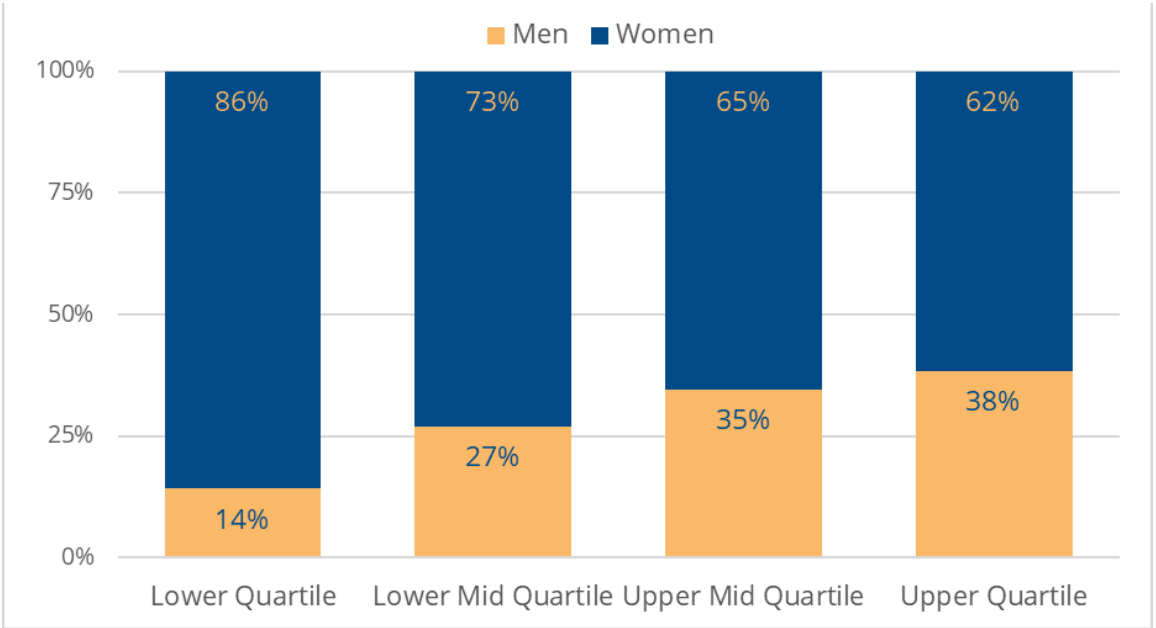
As part of our pay gap analysis we listed the rates of pay for each colleague from lowest to highest, before splitting that list into four equal-sized groups. These groups are referred to as quartiles throughout the report. We are required to report the percentage of men and women in each of the four pay quartiles.

The charts below show the distribution of men and women across our pay quartiles in 2022, 2023 and 2024. The fluctuations from year to year in the distribution of men and women in our quartiles are largely caused by the rate of turnover, which stood at 17.6% in April 2024 and was well above 10% in the years preceding this. Compared to last year, the representation of men has increased in all quartiles apart from the upper mid quartile. In this quartile the representation of women has increased by 3% (68% compared to 65% in 2023).

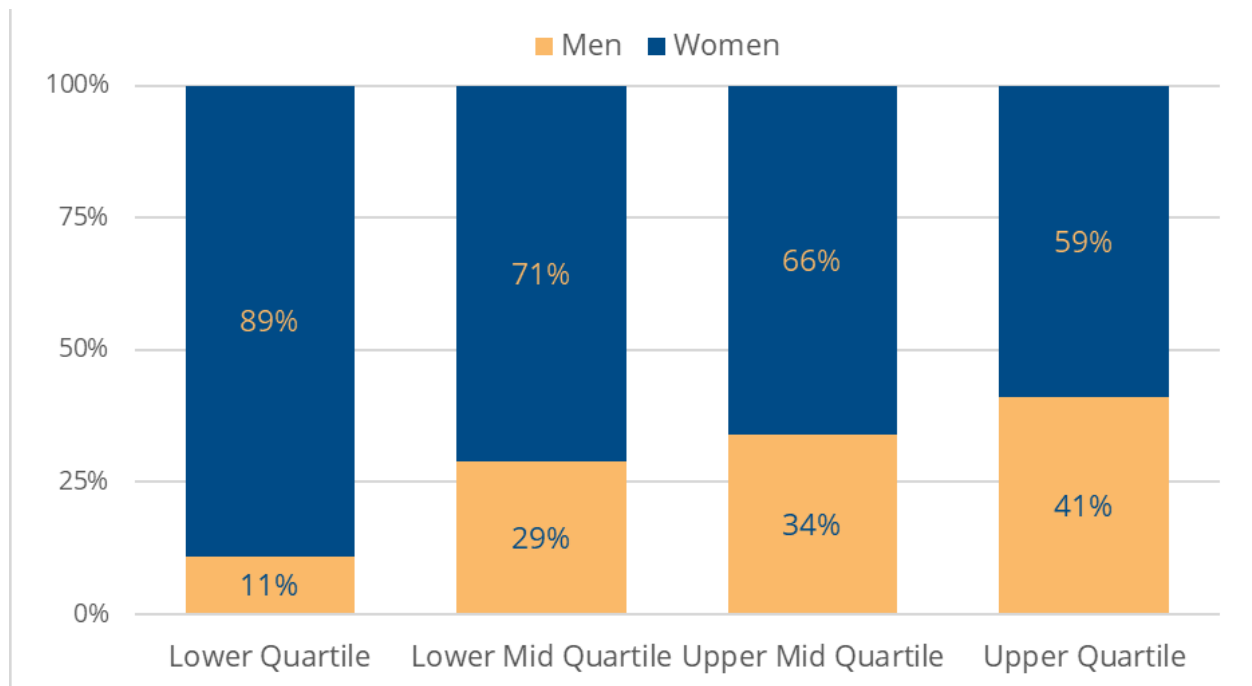
Graph 1: Distribution of our workforce across four pay quartiles in 2024



Graph 2: Distribution of our workforce across four pay quartiles in 2023



Graph 3: Distribution of our workforce across four pay quartiles in 2022



Since reporting began in 2017, barring the Covid-19 pandemic period, we have largely seen a downward trend in our gender pay gap year on year. Our 2024 data reflects this trend, with a slight decrease. However, we recognise that the decrease has been small and that our Gender Pay Gap remains the largest of the three pay gaps that we measure and report on.

Equal pay analysis suggests that pay itself is not a primary driver for the gap, with the average and median rates of pay for men and women in Citizens Advice working at the same grades being almost identical.

The main driver of the gender pay gap continues to be the distribution of women across our pay grades, with a higher proportion of women in the lower pay grades. For example, 77.5% of the Officer grades are made up of women, a figure that has remained unchanged since 2023 and 90.9% of Support grades (a small decrease from 91.3% in 2023). A lower proportion of women are in the remaining more senior grades, particularly at Head of Service level (60%). This is a slight decrease from 2023 when 61.5% of the Head of Service grades were women.

Our lowest two pay grades are often frontline-facing roles. Currently 87.3% of these frontline-facing roles are undertaken by women. The Witness Service has a larger proportion of these frontline-facing roles than other parts of the organisation.

It is useful to look at the organisational median gender pay gap without factoring in Witness Service roles, as this allows us to explore other factors that may be driving the

wider organisational gap. When we remove the Witness Service from calculations our median gender pay gap falls from 10.7% to 6.8%. Our mean gender pay gap is also reduced from 11.9% to 6.9%.

However, even when we remove Witness Service roles, there is still a higher proportion of women in Support (85.2%) and Officer (74.1%) grades. This imbalance has improved since last year when 91.2% of Support grades and 70.6% of officer grades outside of the Witness Service were women.

The gap reduction this year appears to be attributable to small changes in the distribution of women in some of our grades, including an increase in the proportion of women at Head of Service level. The overall proportion of women working for Citizens Advice has only changed slightly from last year (70% compared to 71%). When we compare the proportion of women in specific grades in 2024 and 2023 data we can see:

- An increase in the proportion of women (3%) working at Head of Service level
- A slight decrease in the proportion of women working at the Support grade (0.4%)
- No change in the proportion of women working at Officer level (77.5%)

Areas for further investigation

Our data has indicated some areas which may benefit from further analysis. We intend to look in more depth at data on market pay supplements, age and part-time working. We hope to understand how these factors might intersect with our gender pay gap and which actions, if any, might be most effective in reducing it.

Our ethnicity pay gap as of 5 April 2024

We're able to report on our pay gap according to ethnicity because we have data from 82% of our colleagues. This represents a 10% increase from April 2023 in the proportion of colleagues who have shared data about their ethnicity. Of these, 16.1% are people of colour and 83.9% are white.

We have seen very positive progress in our ethnicity pay gap, which has been completely eliminated since last year. Our mean ethnicity pay gap is -1.2% and the median is 0%. This continues the downward trend of our ethnicity pay gap.

Due to the relatively small numbers, we're only able to differentiate between white colleagues and colleagues of colour in this report. We recognise that reporting our ethnicity pay gap at this level may not fully reflect the specific experiences of different groups within the overarching people of colour category.

While the analysis on page 12 considers pay differences for women and men of colour, we don't have enough data on other protected characteristics from colleagues to make any other intersectional analysis reliable enough.

Table 3: Mean and median pay gaps (comparing people of colour to white colleagues)

	Year of analysis				
	2024	2023	2022	2021	2020
Mean pay gap	-1.2%	3.5%	3.5%	3.3%	5.4%
Median pay gap	0.0%	3.9%	5.1%	2.0%	6.0%

The main driver of the reduction in the pay gap is due to changes within the grade distribution. When we compare the 2023 pay gap data to the 2024 data we see that:

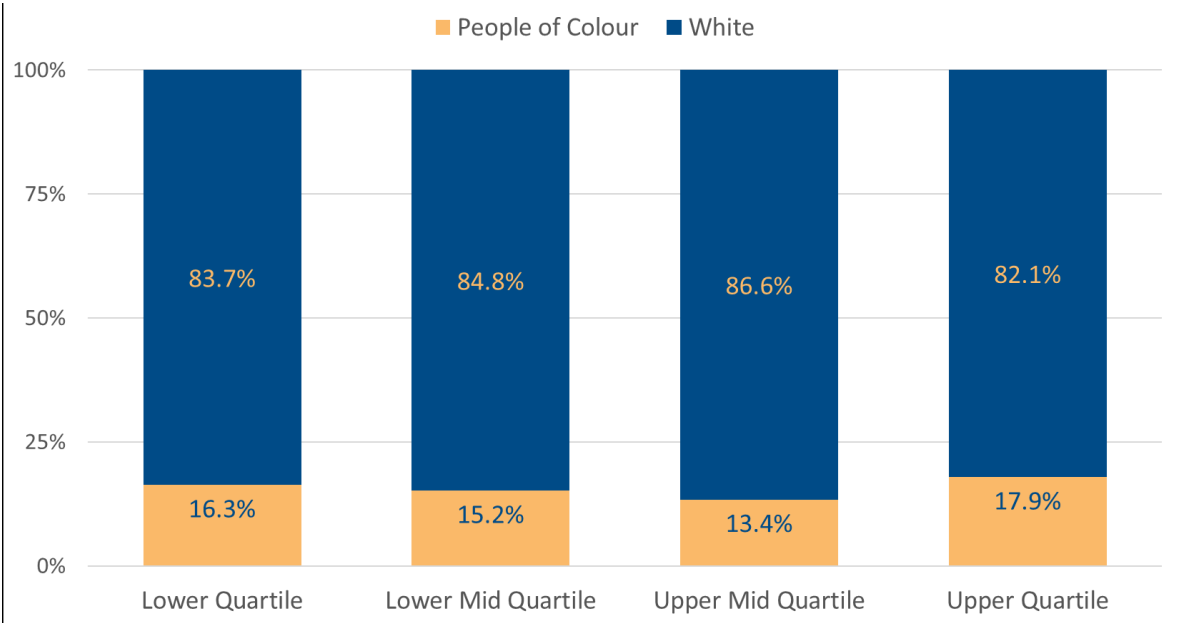
- There has been an increase in the proportion of colleagues of colour at Director level
- There has been a decrease in colleagues of colour at Officer level

For the year to April 2024, we can see a positive change from the previous three years. Previously the quartile with the greatest percentage of people of colour was the lowest paid, and the highest paid quartile had the lowest percentage of people of colour. In 2024, the highest percentage of colleagues of colour is now found in the highest paid

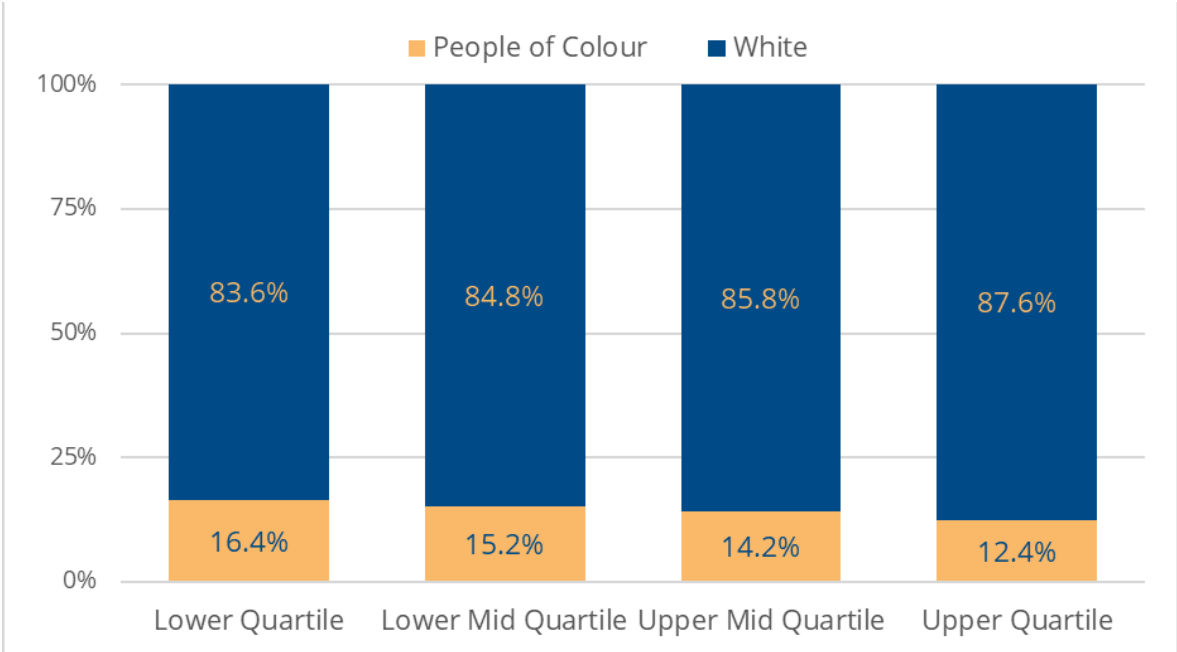
quartile, an increase of 5.5% since 2023. These figures are likely to have been influenced by the targeted work that has been carried out to address barriers to the progression of colleagues of colour, for example through the Race Matters Development Programme and Theory of Change and the success of our Talent Acquisition Team in attracting higher numbers of applicants of colour.

The percentages displayed in the graphs and tables below are based on the colleagues who shared their data and not on the total number of colleagues.

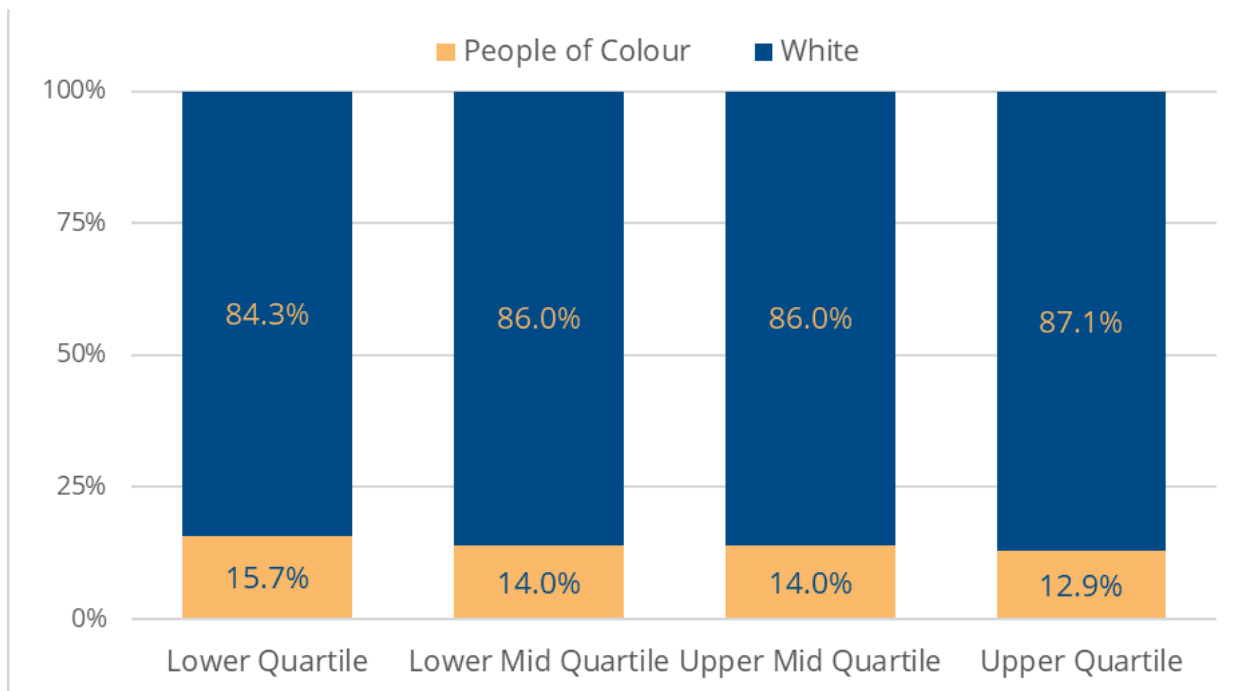
Graph 4: Distribution of our workforce across four pay quartiles 2024 (ethnicity)



Graph 5: Distribution of our workforce across four pay quartiles 2023 (ethnicity)



Graph 6: Distribution of our workforce across four pay quartiles 2022 (ethnicity)



Equal pay analysis has found the full-time equivalent median pay between white colleagues and colleagues of colour at each grade level is zero or low. There is one exception, which further investigation found did not influence the ethnicity pay gap.

If we look deeper, we can see the percentage of women of colour in the lower quartile has risen very slightly since 2023 (0.4%) with the largest increase again being found in the upper quartile (3.7%). This reflects the success of our Race Matters development programme, which has a particular emphasis on women of colour and the work of our Talent Acquisition team, who have focussed on attracting a higher number of applicants of colour.

Table 4: Representation by gender and ethnicity intersection per quartile 2024

	2024				
	Women of colour %	White women %	Men of colour %	White men %	Total
Lower Quartile	14.4%	69.2%	1.9%	14.4%	100%
Lower-mid	11.8%	58.3%	3.4%	26.5%	100%
Upper-mid	10.0%	62.2%	3.3%	24.4%	100%
Upper Quartile	12.7%	48.6%	5.2%	33.5%	100%

	2024				
Overall	12.2%	59.6%	3.5%	24.7%	100%

Table 5: Representation by gender and ethnicity intersection per quartile 2023

	2023				
	Women of colour %	White women %	Men of colour %	White men %	Total
Lower Quartile	14.0%	73.1%	2.3%	10.5%	100%
Lower-mid	12.8%	58.5%	2.4%	26.2%	100%
Upper-mid	10.8%	59.7%	3.4%	26.1%	100%
Upper Quartile	9.0%	50.6%	3.4%	37.1%	100%
Overall	11.6%	60.4%	2.9%	25.1%	100%

Table 6: Representation by gender and ethnicity intersection per quartile 2022

	2022				
	Women of colour %	White women %	Men of colour %	White men %	Total
Lower Quartile	14.0%	73.6%	1.7%	10.7%	100%
Lower-mid	11.2%	59.6%	2.8%	26.4%	100%
Upper-mid	9.5%	60.7%	4.5%	25.3%	100%
Upper Quartile	10.1%	49.4%	2.8%	37.7%	100%
Overall	11.2%	60.8%	3.0%	25.0%	100%

When we look at the organisational median ethnicity pay gap without factoring in Witness Service roles, our median ethnicity pay gap remains almost unchanged, at 0.1% (compared to 0% with Witness Service roles included in the calculations).

Areas for further investigation

Our data has indicated some areas which may benefit from further analysis. We intend to look in more depth at data on market pay supplements, additional responsibility allowance, and age. We hope to understand how these factors might intersect with our ethnicity pay gap and which actions, if any, might be most effective in maintaining a zero gap.

Our disability pay gap as of 5 April 2024

In Citizens Advice, on 5 April 2024, 82% of colleagues had shared data about their disability status. This represents a 10% increase from the previous year. Of the colleagues who shared their data, 28% told us they were disabled (an increase of 3% from 2023), and 72% were non-disabled.

Table 9: Mean and median disability pay gap by year of analysis

	April 2024	April 2023	April 2022	April 2021	April 2020
Mean pay gap	4.3%	1.3%	5.1%	2.6%	6.7%
Median pay gap	4.2%	1.2%	5.7%	3.9%	8.7%

A person's disability status is much more likely to change than their gender. The ONS reports that nationally, the number of working age people reporting a long-term health condition and the number classed as disabled is continuing to rise. They also highlight that 1 in 3 people who are disabled in any one year are no longer disabled the following year. This means that having up-to-date data on disability from as many colleagues as possible is important to enable us to accurately report our disability pay gap. The percentages displayed in the graphs below are based on the colleagues who shared their data and not on the total number of colleagues.

The current figures represent an increase in our disability pay gap, reversing the general trend of a decreasing disability pay gap that we have seen since we began reporting in 2019. In January 2024 we took steps to increase the number of colleagues who shared data, leading to a significant increase in the number of colleagues who told us they were disabled. It is likely that this has had an impact on the disability pay gap with this year's results possibly reflecting a more accurate picture than previous figures.

A comparison of the 2023 pay gap data to the 2024 data shows that the proportion of disabled colleagues:

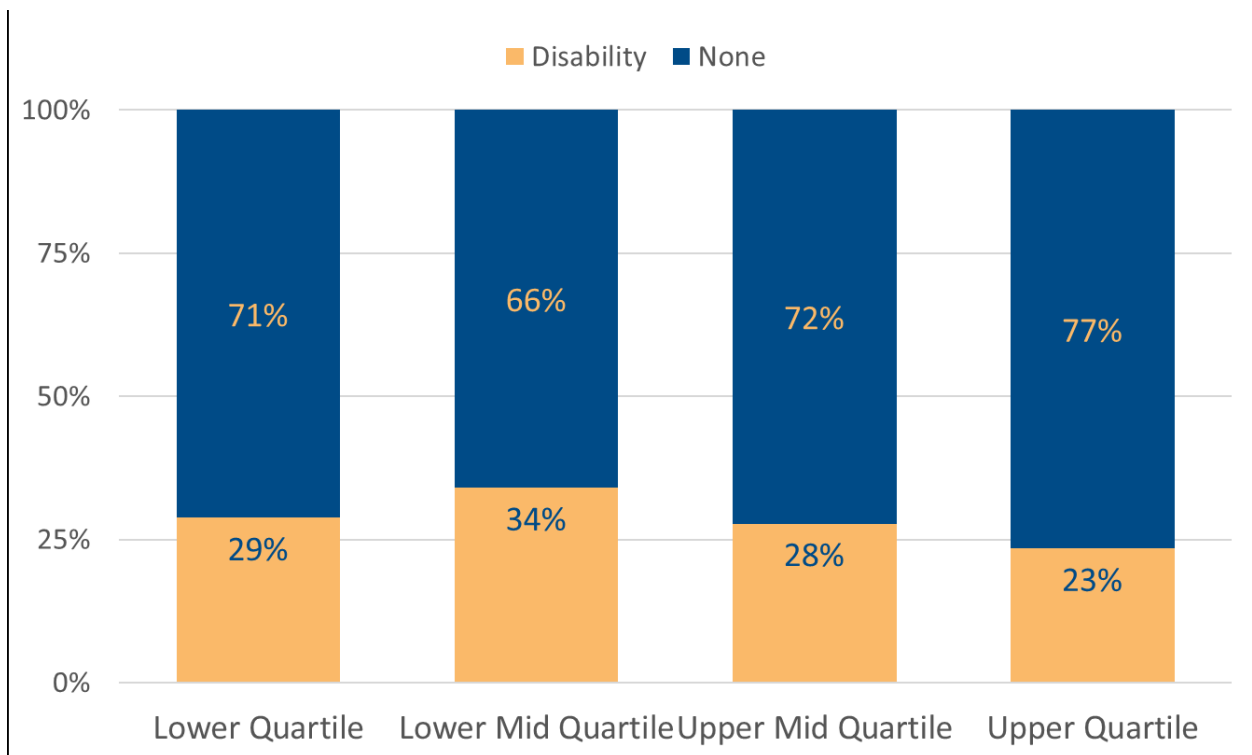
- in our most senior positions has remained the same (23%)

- at the lowest paid grades has increased by 6% (29%) - the highest increase of any quartile
- at the middle grades has increased but these increases have been smaller than that seen in the lowest grades (lower mid quartile 3% increase, upper mid 2% increase)

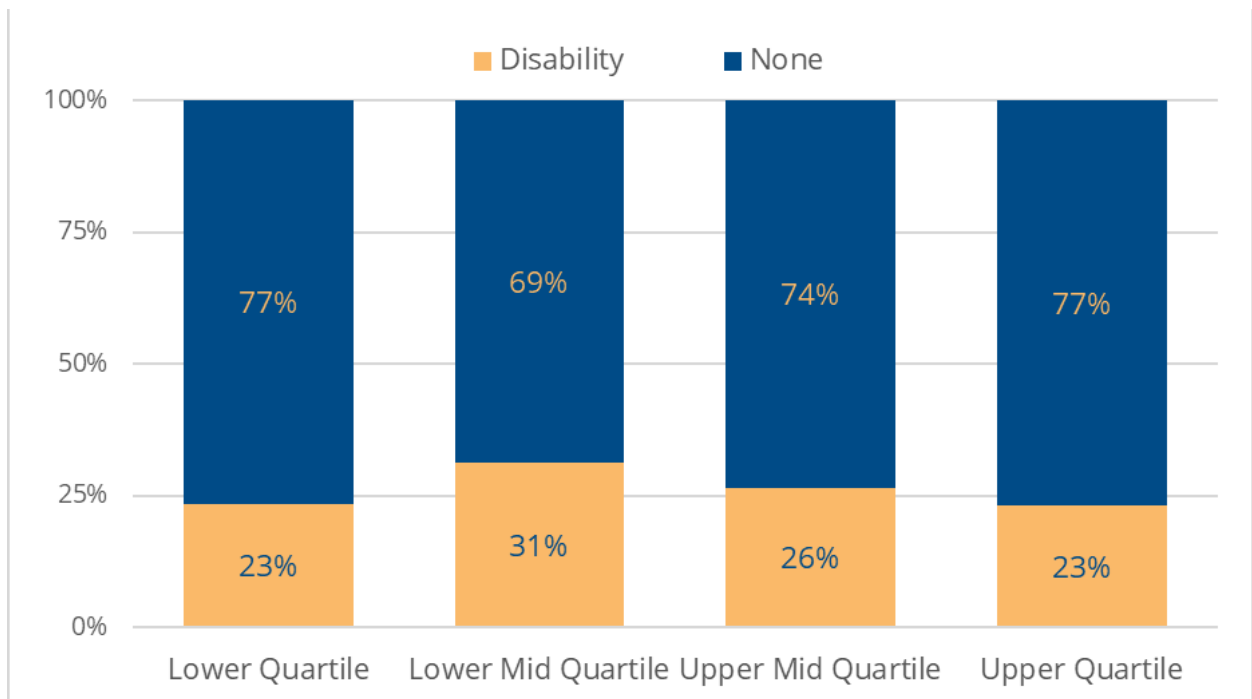
For the last three years our highest paid quartile has had the lowest percentage of disabled colleagues (see below), although the percentage who are disabled in our highest quartile has risen slightly from 20% in 2021 to 23% in 2024.

The disability pay gap will also be impacted by the gender pay gap as a large majority of disabled colleagues are women.

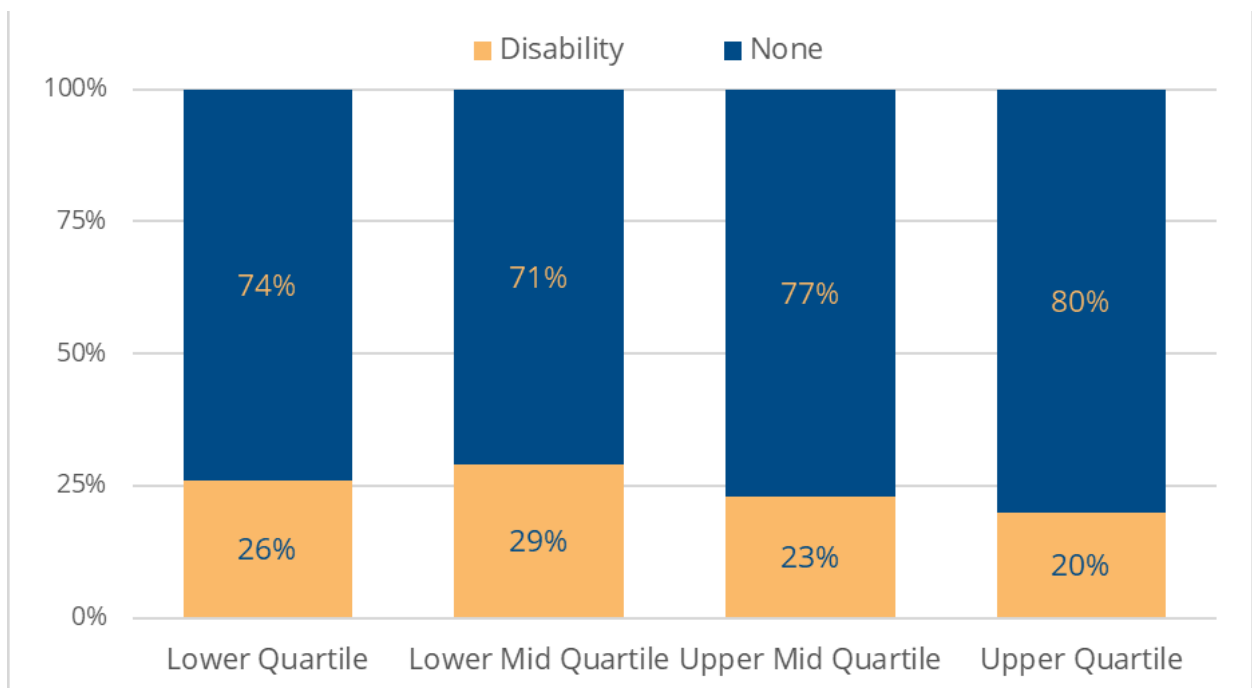
Graph 7: Distribution of our workforce across four pay quartiles 2024 (disability)



Graph 8: Distribution of our workforce across four pay quartiles 2023 (disability)



Graph 9: Distribution of our workforce across four pay quartiles 2022 (disability)



When we look at the organisational median disability pay gap without factoring in Witness Service roles, our median disability pay gap remains roughly similar, at 3.6% (compared to 4.2% with Witness Service roles included in the calculations).

Equal pay analysis has found the full-time equivalent median pay between disabled and non-disabled colleagues at each grade level is zero or low. There is one exception, which further investigation found did not influence the disability pay gap.

Areas for further investigation

Our data has indicated looking in more depth at the intersection of age and disability. We hope to understand how these factors might intersect with our disability pay gap and which actions, if any, might be most effective in reducing it.

Action Plan

Update on our previous Action Plan

We recognise that to address our pay gaps we need women, disabled colleagues and colleagues of colour to join, stay and progress within Citizens Advice at all levels. To achieve this we must ensure our culture and our processes are inclusive, and dismantle barriers to recruitment, retention and progression while improving colleague experience and psychological safety. For us, this means ensuring all ways of working are aligned with our organisational values and ensuring that the processes and policies we have are properly applied.

Some of the actions, for example the Race Matters Development Programme or our work on reasonable adjustments, are focused on specific marginalised groups. Others are broader in scope, for example our work to build an inclusive meetings culture, where barriers to participation and information exchange are removed. Taken together, our actions provide a holistic approach.

Actions that we have delivered to help to address our pay gaps since our 2023 Pay Gaps Report have included:

- **Culture:** Colleagues in the Talent Acquisition team have updated our external recruitment pages, particularly on LinkedIn, to best reflect our corporate culture and ensure we position ourselves in the external market as being a supportive and inclusive employer
 - The Culture and Experience team has also worked to ensure that employee experience at Citizens Advice is the best it can be through a range of work areas including identifying our target culture and leadership capabilities that best support this and delivering learning sets as a result. Through targeted workshops we have supported managers to lead their teams through change using the windows of tolerance model, and as part of this building understanding of the impact of marginalisation and discrimination on people's experiences.
 - We are currently conducting an in-depth EDI impact assessment of our Leadership and Culture workstream to ensure that this programme of work contributes towards our EDI goals through building a culture of inclusive leadership. Through the impact assessment process we have identified opportunities to promote equity for marginalised groups and mitigate risks going forward.

- We have developed and are currently piloting an approach to building an effective and inclusive meeting culture. Supporting materials and guidance have been designed to address barriers to full participation of marginalised groups including ensuring that reasonable adjustments are identified and met as a central part of preparation for meetings
- **Inclusive recruitment:** we have continued to embed our inclusive recruitment framework into recruitment and selection processes to ensure that they are inclusive, equitable and mitigate exposure to bias in decision-making. Supported by in-depth diversity data analysis of all stages of recruitment and selection, EDI has been embedded within the Talent Acquisition Model. Talent Acquisition Partners use our data to ensure we have equitable participation in recruitment by identifying and taking action to address disparities. Diverse advertising strategies, a proactive approach to sourcing and screening talent and specialist coaching provided to hiring panels have increased the proportion of people of colour and older applicants applying for roles at Citizens Advice and the number of people of colour, older applicants and LGBTQ+ people appointed. We also have a continued commitment to the Disability Confident scheme and as part of this offer interviews to disabled applicants who successfully evidence the essential criteria on a person specification and consider them on their abilities

We provide reasonable adjustments during the recruitment process so disabled job applicants have the best opportunity to demonstrate that they can do the job.

Where external organisations have been engaged to support executive recruitment we have ensured that EDI is central to the procurement process.

- **Flexible Working:** We have actively promoted flexible working policies including home working where possible. Our positive approach to flexible working is highlighted in our recruitment adverts.
- **Development and progression:** Our first Race Matters Development Programme concluded in September 2023. Participants, 75% of whom were women, said that after taking part they developed strategies to thrive in the workplace and feel more able and confident to take control of their careers. Line managers felt more able to support colleagues of colour and talk about race and racism and sponsors had a greater understanding of systemic racism and cultural issues at Citizens Advice and what they can do to help address it.

We also ran the 'I Will Accelerate' programme. This was a series of webinars to support staff of colour within national Citizens Advice and network colleagues to understand their strengths, overcome challenges and navigate their careers. 82-89% of participants found all aspects very good to excellent with participants saying they felt more confident and empowered to advocate for themselves. We launched our second Race Matters Development programme in September 2024. Engagement levels have been high. A higher proportion of participants are women of colour (83%).

- **Data and insights:** we have used data and insights to better understand the underlying reasons for pay gaps at each stage of the employee life cycle. In addition to the use of attraction and recruitment data highlighted above:
 - A detailed EDI analysis of qualitative and quantitative engagement survey data has been conducted with the results helping shape EDI priorities.
 - Data from colleagues exiting the organisation is now collected through a survey, with the results disaggregated by marginalised groups and reported on to senior management.
- **Supporting a consistent approach to reasonable adjustments and the Disability Confident Scheme:**
 - we have conducted a detailed audit of our current practice across the organisation to understand where we will need to prioritise activity to meet the requirements of Level 3 of the Disability Confident scheme to grow our competence in supporting disabled colleagues
 - refreshed and socialised our Reasonable Adjustments Toolkit and developed accompanying guidance to ensure that managers and disabled colleagues are clear on how reasonable adjustments will be identified, met and maintained
 - Successfully held regular meetings of our Accessibility Community of Practice. This has focused on a range of areas, sharing insights, practical guidance, information and tools. The areas of focus have included neurodiversity, the use of assistive technology and accessibility in digital communications and have centred the lived experience of disabled people as well as incorporating insights from external organisations with progressive practice

- **Embedding EDI into our Target Operating Model (TOM):** In order to ensure that our TOM work maximises opportunities to address our pay gaps, EDI Impact Assessments have been completed at workstream level.
- **Equity Groups:** We have established a Women's Equity Group which provides an invaluable way of sharing lived experiences, raising awareness and advocating for members. It also represents a collective voice in engagement on strategic matters, including our pay gaps. The group has consulted with members and established its priority areas. To date, it has already delivered on a number of these, for example through hosting an event and sharing resources and information as part of Menopause Awareness Month and marking 16 days of activism against gender-based violence by highlighting a range of materials and events including Citizen Advice's own Preventing Sexual Harassment Policy and guidance. We have also reviewed our pilot approach to senior sponsorship of Equity Groups and have identified areas to further strengthen our approach to building Equity Group capacity and ensuring visible EDI leadership from senior colleagues.
- **Reward and Benefits:** Our pay awards over the last 4 years have focused on paying a higher percentage increase to colleagues in the lower grades. We have also commissioned a strategic review of our reward and benefits which will span the next few years. Our strategic review is well underway and in 2024 we have:
 - reviewed and improved our employee benefit offering, offering a number of new employee benefits which support health and financial wellbeing. We updated our internet pages to better showcase our total reward offering to recruitment candidates.
 - agreed and implemented a new set of pay principles by which we now base all pay decisions.
 - agreed our approach to pay benchmarking ourselves against our labour market and use this to take decisions around pay.
 - developed new policies for starting pay which we plan to launch in 2025
 - implemented a pay award approach which was both progressive (paid higher awards to those in more junior grades) whilst allowing colleagues to progress up the pay scales, eroding some historic pay differentials.

Plan for future actions

Much of our work in relation to our pay gaps involves projects which last more than one year. We recognise that the gaps in representation that we are working to address will not be sustainably solved by an approach that looks for quick fixes but rather one which takes an evidence based approach to reshaping our systems. Therefore, we will continue to build on the actions from the previous section, with specific focus on action and improvement across the following areas:

Developing and implementing diversity targets covering the entire employee life cycle, focusing on recruitment and representation, progression, experience and retention of marginalised groups including women, disabled colleagues and colleagues of colour. We will be adopting a phased approach, beginning with recruitment and representation, building on work that has already been delivered over the last two years.

Our targets will be supported by robust accountability mechanisms to ensure that a focus on achieving our diversity targets remains central to our delivery priorities across the organisation. This work will build on and incorporate existing KPIs in the Race Matters Programme aimed at tackling disparities for colleagues of colour. To support delivery we will establish a working group to bring together colleagues from Unite, Equity Groups and relevant subject matter experts to oversee all of our work to achieve our diversity targets including reducing our pay gaps.

In addition to monitoring progress this group will consider data from further analysis of a range of factors which may be relevant to our pay gaps including:

- The availability of part time/job share opportunities at all levels of the organisation
- The experience of older and younger workers
- Distribution of pay supplements and additional responsibility allowances

Supporting a consistent approach to reasonable adjustments: Building on our Disability Confident mapping exercise, our work to improve disabled colleagues' experience will begin with a focus on ensuring disabled colleagues have a consistent and positive experience of obtaining and maintaining the reasonable adjustments that they require.

Embedding EDI into our Target Operating Model: Use detailed EDI impact assessments and ongoing data analysis to take actions that can contribute to reducing pay gaps. Areas of specific focus include the Leadership, culture and

learning workstreams. We will address issues already identified in early impact assessments, including actions to support the talent pipeline of disabled colleagues through our Emerging Leaders Programme.

Monitoring and data analysis: Strengthen our approach to monitoring and data analysis through the introduction of new monitoring categories for all colleagues and job applicants relating to caring responsibilities and socio-economic status. The new data will provide important additional insights to help shape our work to promote equity. It will be of particular help in our work to close our gender pay gap where the disproportionate impact of caring responsibilities for children has been shown to affect the Gender Pay Gap at a national level.