

RSPCA.

2023

GENDER

PAY

GAP

REPORT

**PEOPLE AND
CULTURE
DIRECTORATE,
RSPCA**





Introduction

The gender pay gap is the difference in pay between men and women across all jobs in an organisation. It differs from equal pay comparisons, which deal with differences between men and women who carry out the same jobs, similar jobs or work of equal value.

The gender pay gap is influenced by a range of factors including the demographics of an organisation's workforce – where men occupy senior positions more often than women there will be a gender pay gap.

All organisations in the UK with 250 or more employees are required to publish results on their gender pay gap each year. In accordance with this requirement this report sets out the gender pay gap data based on a snapshot date of 5 April 2023. It highlights key issues and the actions we are taking now to help reduce the gap, and things we can do in future.

In this report, the RSPCA is referred to as 'the Society'. The report does not include data for RSPCA branches or RSPCA Assured, as these are separately registered charities.

In line with guidance, if an employee does not self-identify as either a man or a woman, they are excluded from calculations. It is therefore acknowledged that this report may not be representative of everyone at the RSPCA.

Definitions

■ Gender pay gap

The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

■ Equal 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.

■ Mean gender pay gap

The difference between the average hourly earnings of men and women. Mean gaps are heavily influenced by outliers (both high and low).

■ Median gender pay gap

The difference between the middle values of male and female hourly earnings when ranked from highest to lowest. Median reflects where the centre of gravity of a population is.

■ Four quartiles

Employees' hourly rate of pay, ordered from lowest to highest and split into four equal groups.





■ Pay

The pay figures include the following elements:

- gross basic pay
- contractual allowances
- shift premiums
- holiday
- relevant sick pay
- long service awards
- helping out payment.

The RSPCA is committed to gender equality, fair and equitable pay for all employees and will continue to work towards reducing the gender pay gap. Our *People Plan Moving forward together* identifies key projects to achieve our aims between now and 2030, including the following:

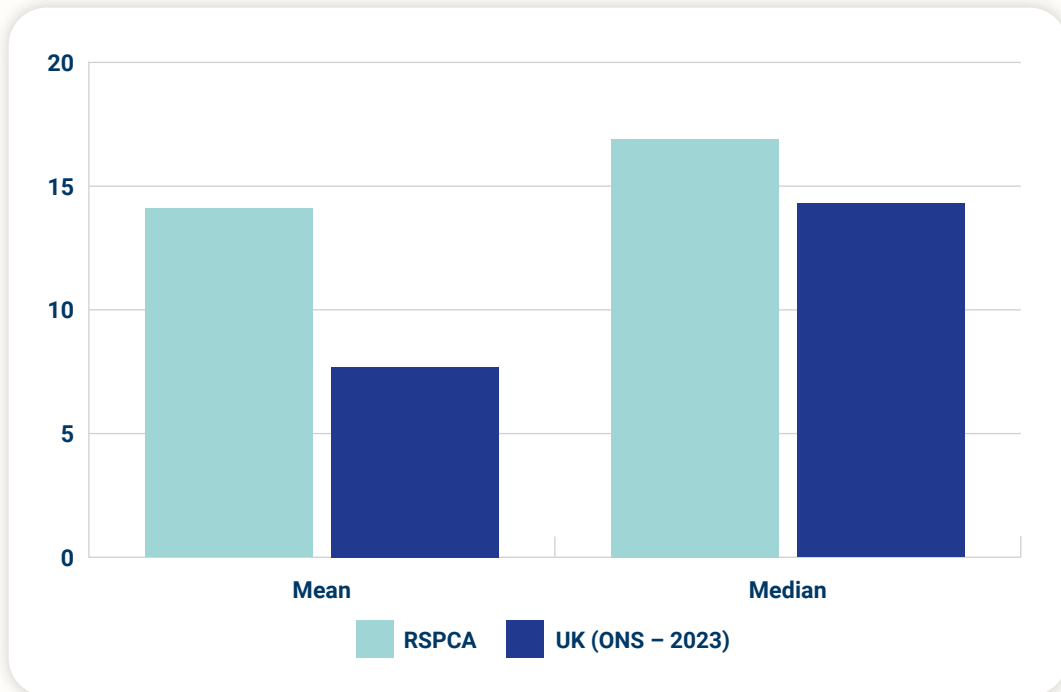
- Weaving inclusion through all of the work we do – reaching more people during recruitment and supporting people in the way that they need throughout their career.
- More transparency over our total reward package – including implementation of a new pay progression plan.
- Diverse recruitment plans – career pathways, succession planning, progression and jobs plus opportunities.

These projects will all contribute towards reducing our gender pay gap. Further details of progress made so far is shown later in this report.



Our gender pay gap – 2023

The RSPCA mean gender pay gap at 5 April 2023 is 14.1% and the median gender pay gap is 16.9%.



The UK mean gender pay gap for all worker types as recorded by the Office for National Statistics (ONS) for 2023 is 7.7% and the median gender pay gap is 14.3%. The RSPCA mean has moved away from the UK average this year and the RSPCA median, despite reducing since 2022, is still higher.

	April 2018	April 2019	April 2020	April 2021	April 2022	April 2023
Mean Gap	15.7%	15.2%	15.1%	15.3%	13.8%	14.1%
Median Gap	17.9%	19.3%	16.6%	17.9%	18.2%	16.9%
Headcount	1,505	1,578	1,568	1,331	1,317	1,459

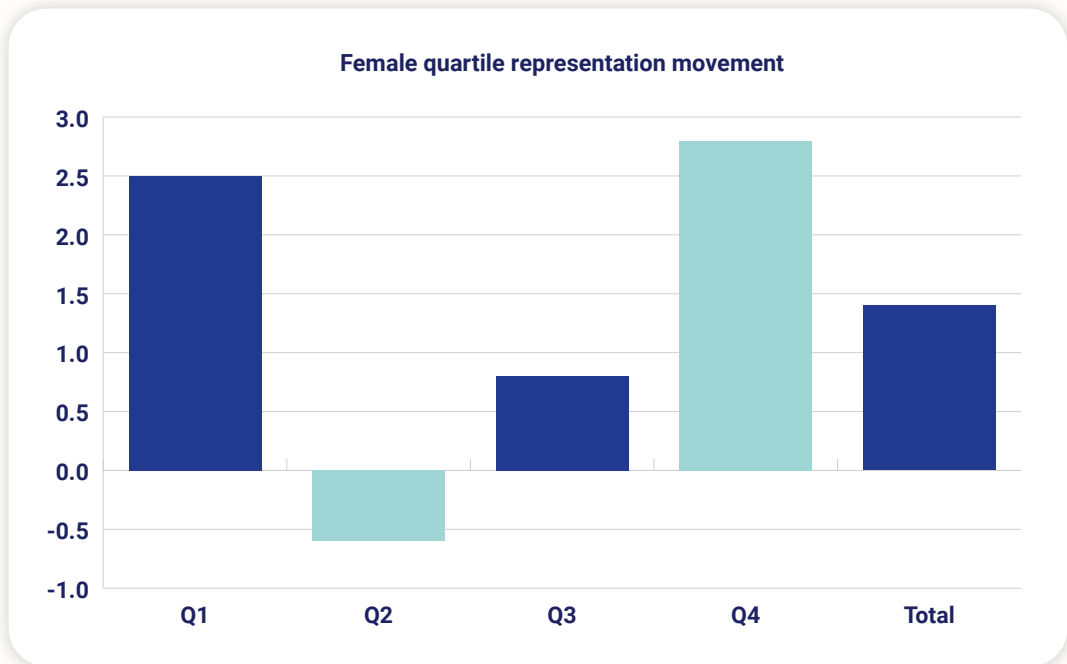
Our mean gap trend is still reducing but is up 0.3% on 2022. The median gap, being both larger and more volatile, represents our entry level roles being predominantly female and variable in number.



Proportion of men and women in each quartile

	2023				2022	
	Male		Female		Male	Female
Lower quartile	67	18.4%	298	81.6%	20.8%	79.2%
Lower middle quartile	82	22.5%	283	77.5%	21.9%	78.1%
Upper middle quartile	109	29.9%	256	70.1%	30.7%	69.3%
Upper quartile	145	39.8%	219	60.2%	42.7%	57.3%
Total number of employees	403	27.6%	1,056	72.4%	29.0%	71.0%

Although overall we employ more females than males across our pay quartiles, the proportion of females to males is particularly high in our lower quartiles (81.6% and 77.5%) compared to the upper quartile with 60.2% women. The proportion of women in both our lower and upper quartiles has increased since 2022, but the increase in our upper quartile has helped to decrease our overall median pay gap.

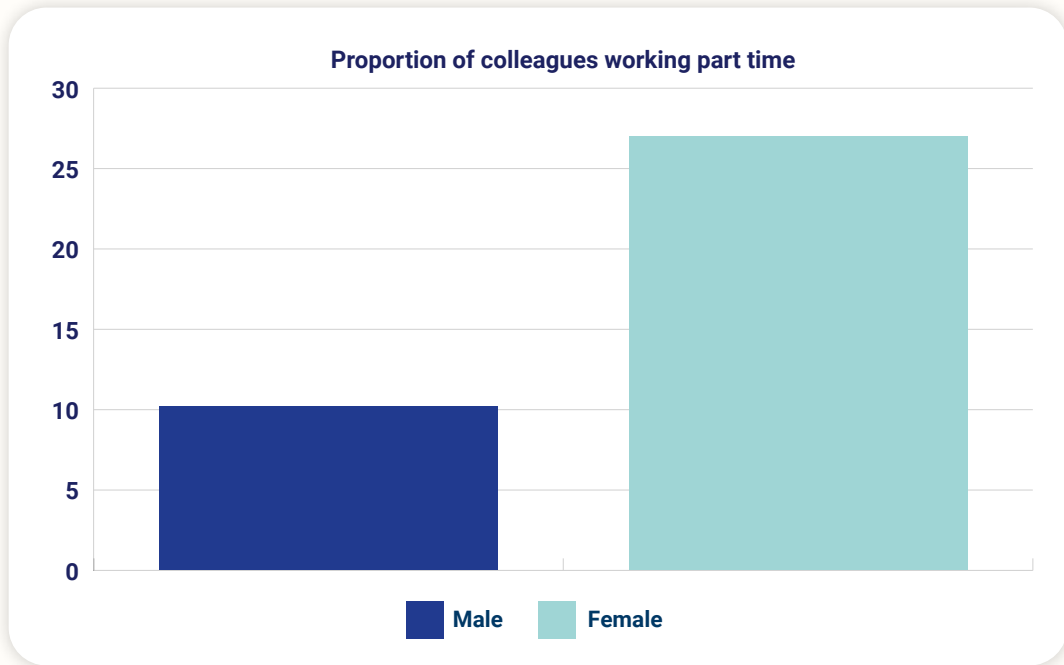


Bonus pay

The RSPCA does not have a performance or productivity related bonus scheme. However, we recognise long service in the form of payments for service at specified milestones (awarded at 20, 25, 30, 35 and 40 years' service). These are prorated for employees who work less than 16 hours per week. More females than males work part time which might increase the bonus gap.

In 2022 we paid all employees helping out payments, designed to assist with cost-of-living rises. These were £300 in May and £400 in October. These were pro rata so part-time working will influence the figures.

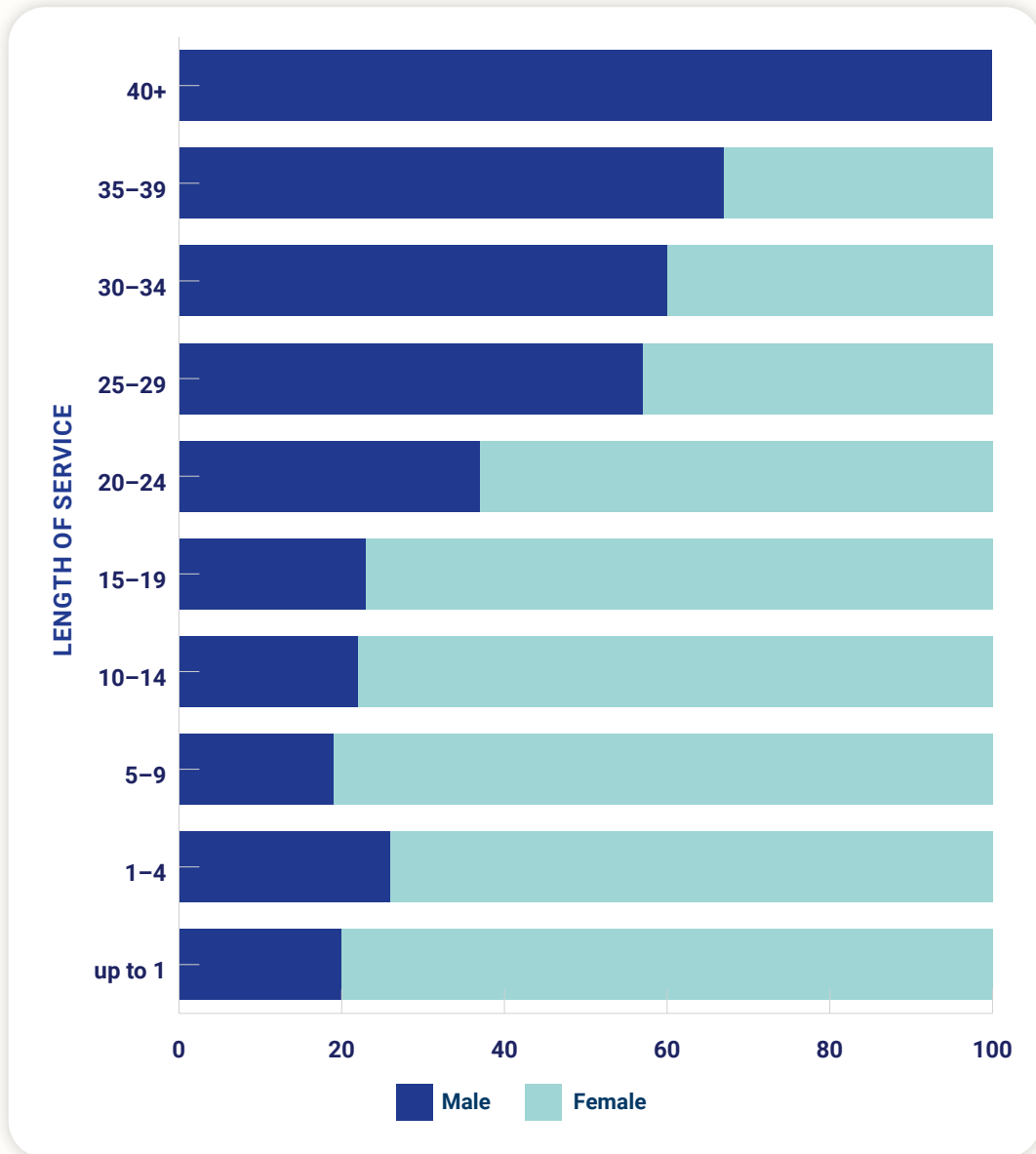
	Male		Female	
Employees who received Bonus pay	369	86.8%	985	84.2%
Mean bonus gap	7.9%			
Median bonus gap	0.0%			



The median bonus gap is 0% due to the vast majority of employees receiving the same helping out payments. As 27% of female colleagues but only 10.2% of male colleagues work part time, this payment indicates a mean bonus gap of 7.9%, despite helping out payments being universally applied.



Historically, males have represented a larger proportion of our workforce and therefore males are over represented in the bonus gap as recipients of long service awards.



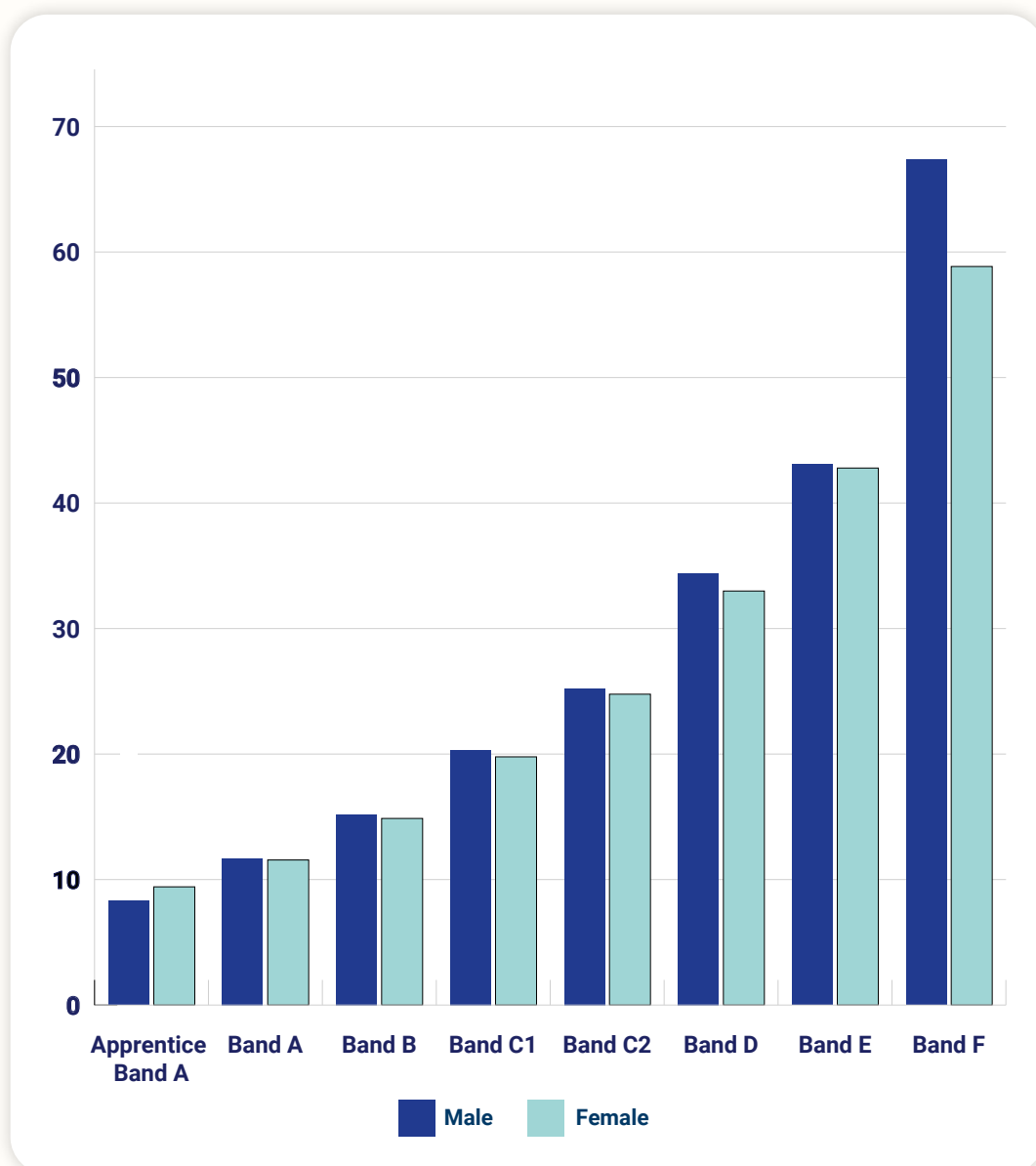
As the RSPCA is now 72% female, in time we expect to see the representation swing in favour of females.

Key findings

Equal pay and pay bands

We are operating within a Job evaluation framework where jobs are banded by relative worth. The Job evaluation process provides a basis for a fair and orderly banding structure, and underpins the RSPCA's commitment to fair pay, and for equal pay for work of equal value.





When we look at the mean gaps within pay bands, they are much smaller than the overall gap with the exception of two bands:

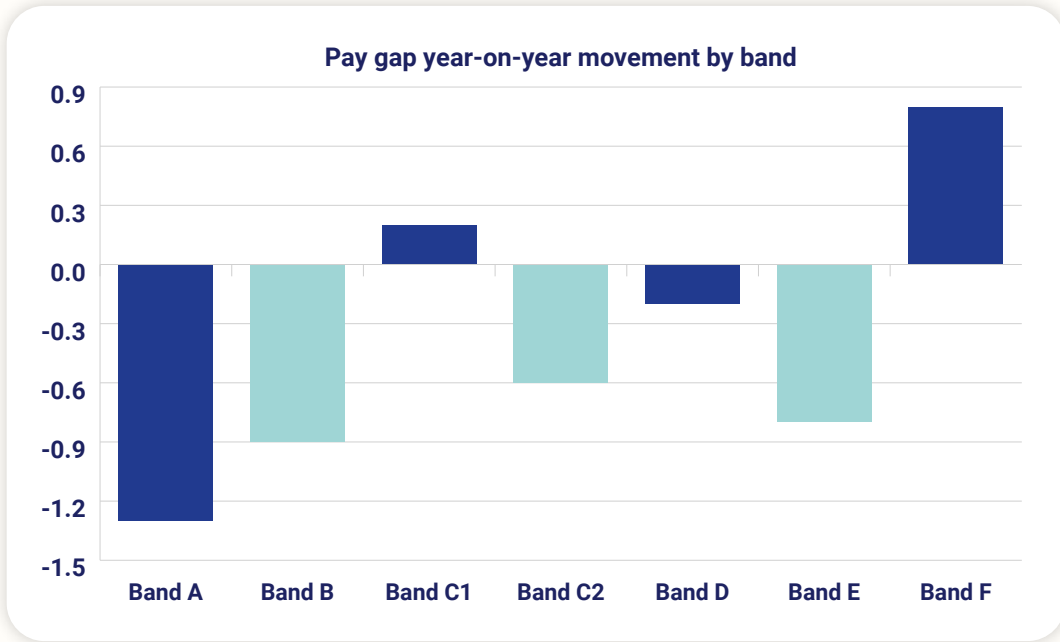
- 1. Pay band F, the highest band
- 2. Apprentices

In pay band F, the two most senior roles of Chief Executive Officer and Chief Operating Officer are both occupied by males. The majority of other roles at this band are occupied by females.

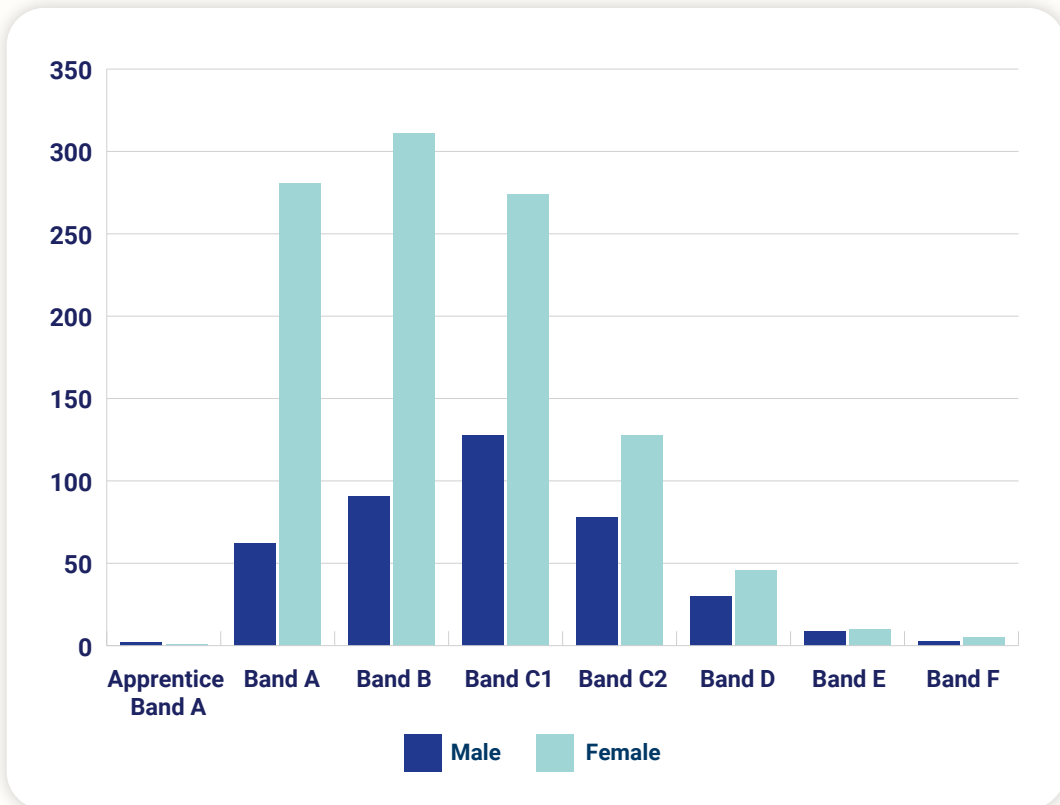
Our apprentices hourly rate increases after one year of service. This year the 13.6% negative pay gap is driven by one male still being in his first year of service.

The size of the band level pay gaps indicates we do not have an equal pay issue, although we should still be striving for as close to 0% gaps as possible.





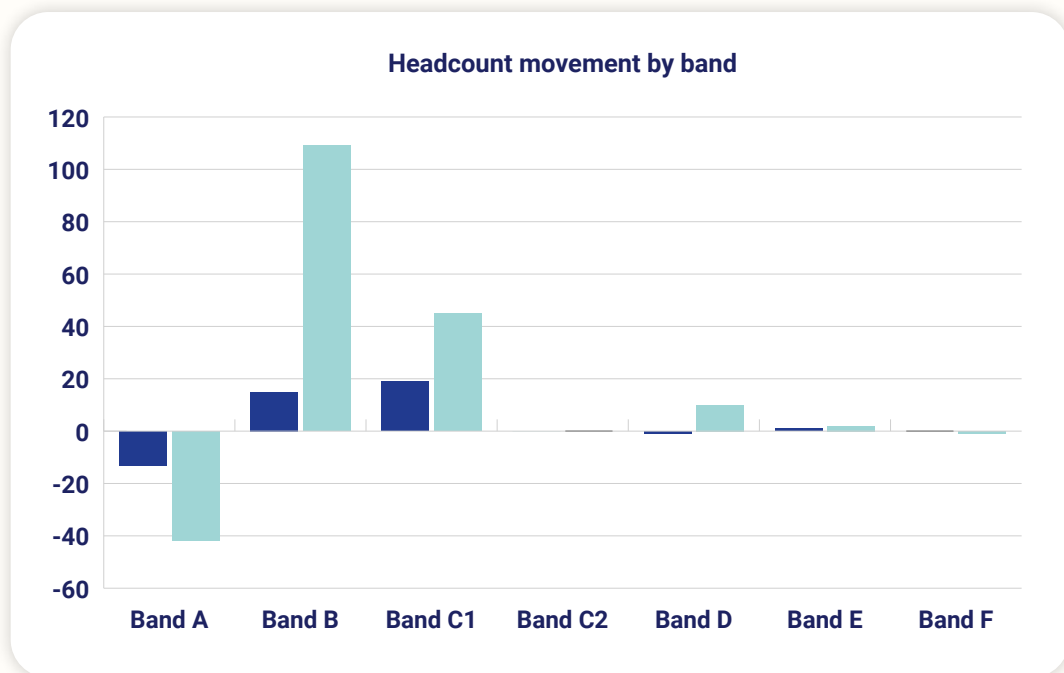
Most bands have seen a reduction in their mean pay gap since 2022, with the exception of Band F. Band C was divided into Band C1 and C2 between the two snapshot dates so we cannot report trends on that in this report. Both their movements have been calculated from the combined Band C 2022 result. In December 2022 we conducted a project to address pay band outliers which is partly responsible for the reduction in gaps.





Females are more highly represented than males in the lower pay bands from A to C. When we get to the higher bands of D and above, the representation is much more equal between males and females and in line with wider society.

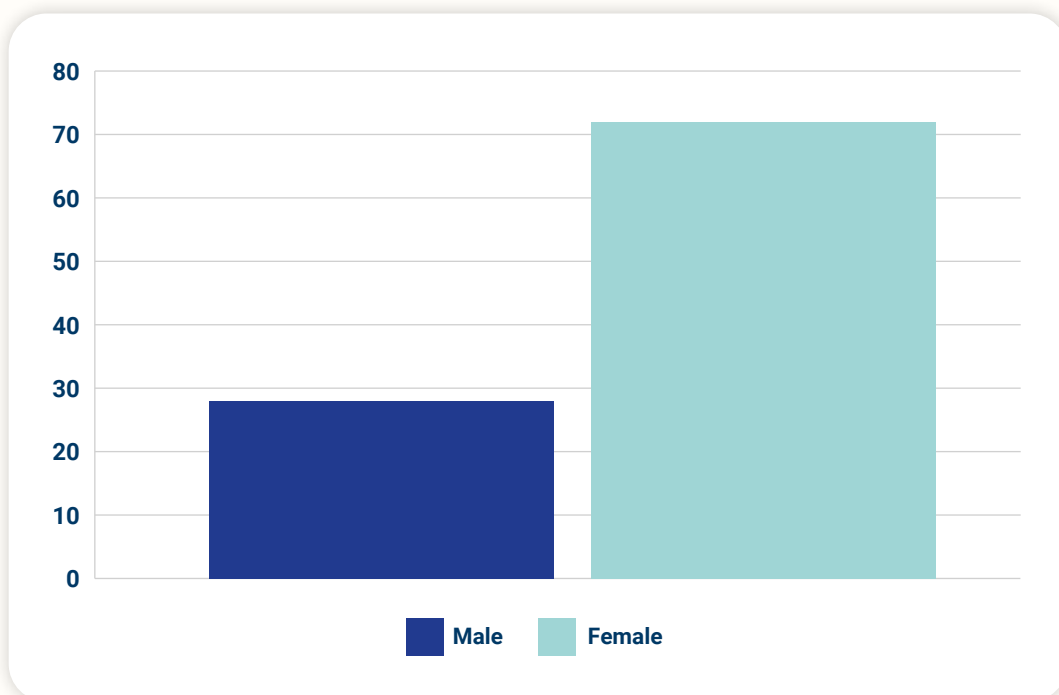
Since 2022 there have been bigger increases in female headcount at Bands B and C, and a large reduction of female headcount at Band A. **These movements are contributing to the median pay gap reduction.**



Why do we have a gender pay gap?

The RSPCA has a high proportion of female workers (72%) compared to male workers (28%).

Using the pay band analysis in conjunction with the pay quartile distribution we can establish that the RSPCA has very minimal equal pay variances but does have an issue of representation: our over-representation of females in the lower half of the banding structure (79.6%) is not continued in the top half, which, at 65.2%, is still higher than overall UK gender balance figures. This is representative of other animal welfare charities which also report that they employ more females than males, with a high percentage of women occupying their lowest paid jobs. We detail our plans to address this in our conclusions further on in this report.



Ethnicity pay gap

The ethnicity pay gap shows the difference in the average pay between staff from minority ethnic backgrounds in a workforce, compared to 'white' staff. Where there is a positive percentage, this means that the average pay of a white member of staff is higher than that of a member of staff from an ethnic minority group. Where there is a negative percentage, the opposite is true.

Although reporting on our ethnicity pay gap is not yet a legal requirement, we are keen to understand our ethnicity pay gap, identify key issues and develop action plans to help address issues highlighted by the data.

At the present time, the ethnicity pay gap is not a very accurate way to identify issues at





the RSPCA due to our massive under-representation of BME (black and minority ethnic) colleagues compared to the UK as a whole. We would be drawing unreliable conclusions based on a small sample size which means this measure is not as accurate or informative as it might be.

We recognise the importance of representing the communities we serve and will continue our efforts to improve representation across the RSPCA through diverse recruitment and other initiatives. We will also seek to improve our data collection. We will therefore include an ethnicity pay gap section in our 2024 report.

Actions to address the pay gap – what have we done so far?

Pay and benefits

- We are working towards delivering total reward modernisation, looking at:
 - pension
 - benefits
 - pay
 - recognition.

As part of this we have implemented a RSPCA-wide pay range approach including an equal and fair pay review and publishing of pay ranges to all colleagues, improving transparency and understanding of pay.

To support this effort we have reviewed our Pay and Job evaluation policies.

- We are currently reviewing the benefits we offer having consulted staff with a survey and workshops to gain insight and feedback. We would like to offer targeted benefits which can be tailored to individual needs and support employees from different demographics through all life stages.
- We have committed to the principles of the Real Living Wage which will reduce our gender pay gap over time due to the roles affected being populated predominantly by females.



Employee experience:

- We have developed a seven-year Equity, Diversity and Inclusion Plan, which aims to foster an inclusive, empowering culture across the RSPCA for all of our staff and volunteers, and a strong attractive message for our customers.
- We have improved our flexible working provision with flexible working requests available from day one and core working hours introduced. Hybrid working is now offered as standard and all roles are now advertised as flexible.
- We are taking actions to help support our colleagues in relation to menopause and menstrual health, with a dedicated Women's health section on our Health, safety and wellbeing site which includes various support resources, such as awareness training and webinars. We now also provide free period products at all our animal centres and hospitals, and are working to get kits out to the remainder of our sites and provide small kits in vehicles for our field workers.
- We have introduced a new Leave and Hours Policy which should enable colleagues to enjoy a better work life balance and support their wellbeing.
- We have introduced pulse surveys to regularly check in on colleague engagement levels, sharing results and acting on these – the first 'My view' survey was circulated in May 2023.
- We have established several Affinity groups (staff and volunteer networks) which bring together individuals with a shared interest in advancing a topic; either as a member of a community or ally.

Recruitment

- We have introduced a more sophisticated applicant tracking system for recruitment and onboarding, improving the applicant experience and enabling monitoring of applications and shortlists. The system has an inbuilt tool which makes sure our adverts are written using unbiased language.
- We clearly advertise roles with the appropriate salary ranges dependent on job role, skills and experience.
- We are supporting recruiting managers to think about different ways roles can be filled to build a more diverse workforce.
- We have appointed a Head of Talent and Career Development.

Training and development

- We are offering ongoing training for our employees, with a specific focus on leadership and management development opportunities.
- We have introduced a mentoring scheme.
- We offer apprenticeships and will continue to develop this offering.





Actions to address the pay gaps – our next steps

Over the next year we will:






- Establish a multi-directorate approach to understand the drivers of our pay gaps in more detail and develop action plans to address the underlying issues across the RSPCA, utilising the expertise of multiple teams.
- Continue to monitor and regularly report internally on our pay gaps. Due to our very low representation of BME (black and minority ethnic) colleagues, and 13% of our total population being “not known/prefer not to say”, we recognise we have a limited evidence base. Therefore we will focus on improved data collection in the first instance and take a future-facing approach with our ethnicity gaps.
- Target males into animal welfare careers through apprenticeships to address the gender balance at the lower levels.
- Encourage more females to apply for internal promotion opportunities.

Sign off: *Fiona Evans*
Director of People and Culture

I confirm the data in this report is accurate.



RSPCA.

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