



2022 GENDER PAY GAP REPORT

**PEOPLE AND
CULTURE
DIRECTORATE,
RSPCA**





Introduction

This report sets out the gender pay gap data from RSPCA, Registered Charity number 219099, for 2022. The figures are based on a snapshot date of 5th April 2022.

Background and context

All organisations in the UK with 250 or more employees are required to publish results on their gender pay gap each year.

The gender pay gap is the difference in pay between men and women across all jobs at an organisation. The gender pay gap 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. For example, where men occupy senior positions more often than women, there will be a gender pay gap.

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.

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 new 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.

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.



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.

Median Gender Pay Gap

The difference between the middle values of male and female hourly earnings when ranked from highest to lowest.

Four Quartiles

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

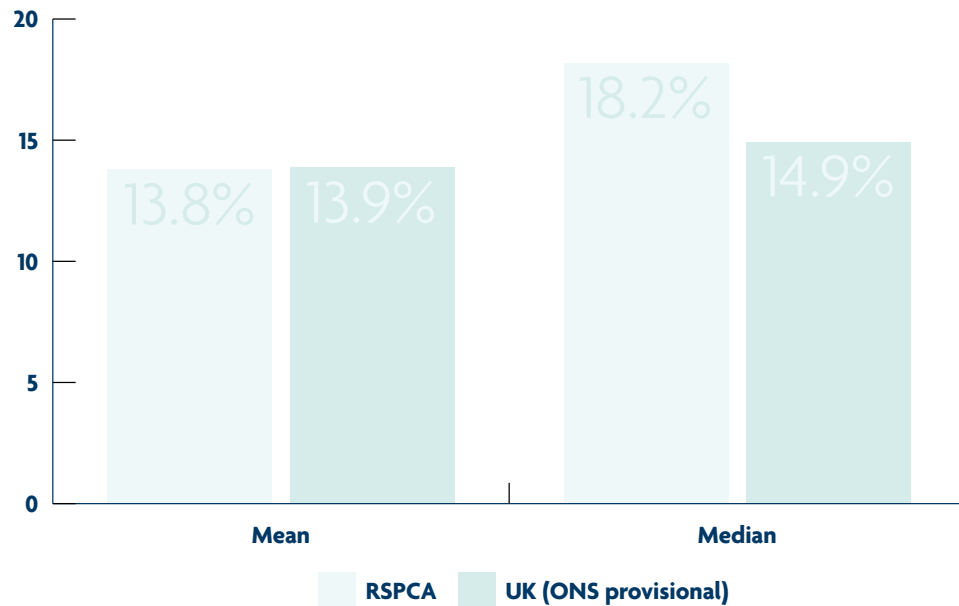
Pay

The pay figures include the following elements:

- gross basic pay
- contractual allowances
- shift premiums
- holiday
- relevant sick pay
- long service awards

Our Gender Pay Gap – 2022

The RSPCA mean gender pay gap is 13.8 percent and the median gender pay gap 18.2 percent.



The UK mean gender pay gap for all worker types as recorded by ONS for 2022 is 13.9% and the median gender pay gap is 14.9%. The Society mean is very close to the UK average but the Society median is notably higher.

	April 2018	April 2019	April 2020	April 2021	April 2022
Mean Gap	15.7%	15.2%	15.1%	15.3%	13.8%
Median Gap	17.9%	19.3%	16.6%	17.9%	18.2%
Headcount	1505	1578	1568	1331	1317

Our mean gap is reducing, indicating that gender pay disparity is reducing across the Society as a whole. 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

	2022 Male		2022 Female		2021 Male	2021 Female
Lower Quartile	69	20.8%	262	79.2%	18.9%	81.1%
Lower Middle Quartile	72	21.9%	257	78.1%	20.1%	79.9%
Upper Middle Quartile	101	30.7%	228	69.3%	27.6%	72.4%
Upper Quartile	140	42.7%	188	57.3%	41.0%	59.0%
Total number of employees	382	29.0%	935	71.0%	26.9%	73.1%

Female representation is skewed to the lower half, explaining why our median gap is larger than our mean gap. Since last year we have reduced female representation in the upper quartile and increased it in the lower, explaining how our median gap has increased.

Bonus Pay

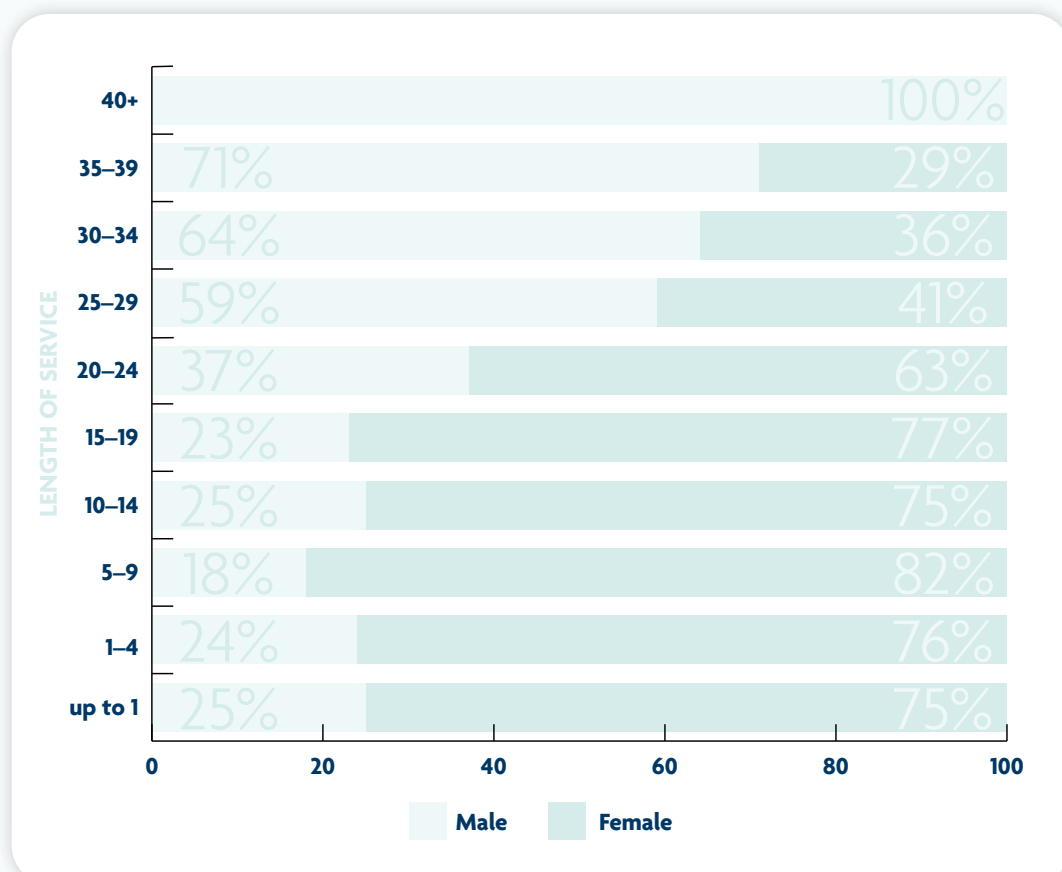
The Society does not have a performance or productivity related bonus scheme. However, we recognise long service in the form of payments for service at specified milestones (awarded at 20, 25, 30, 35 and 40 years' service). The Society's mean and median bonus pay gap is therefore only based on long service awards. These are not pro-rata so part-time working does not influence the figures.

	Male		Female	
Employees who received Bonus Pay	17	4.2%	28	2.6%
Mean Bonus Gap	-16.0%			
Median Bonus Gap	-261.4%			



Whilst the median bonus gap looks very large at -261% we are dealing with small gross sums (£459 female and £127 male). A minus figure means the female amount is greater than the male.

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

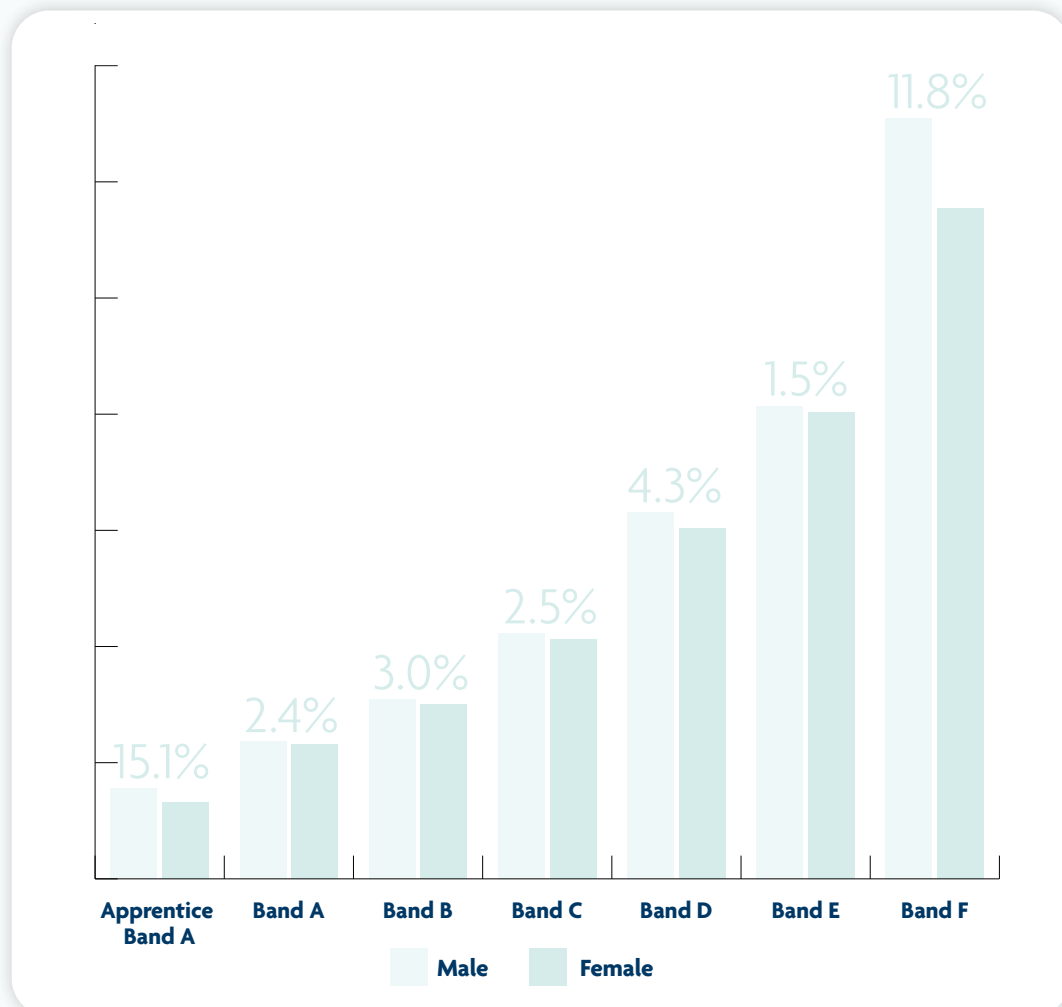


As the Society is now 71% female, in time we expect to see the representation swing in favour of females.

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 Society's commitment to fair pay and for equal pay for work of equal value.



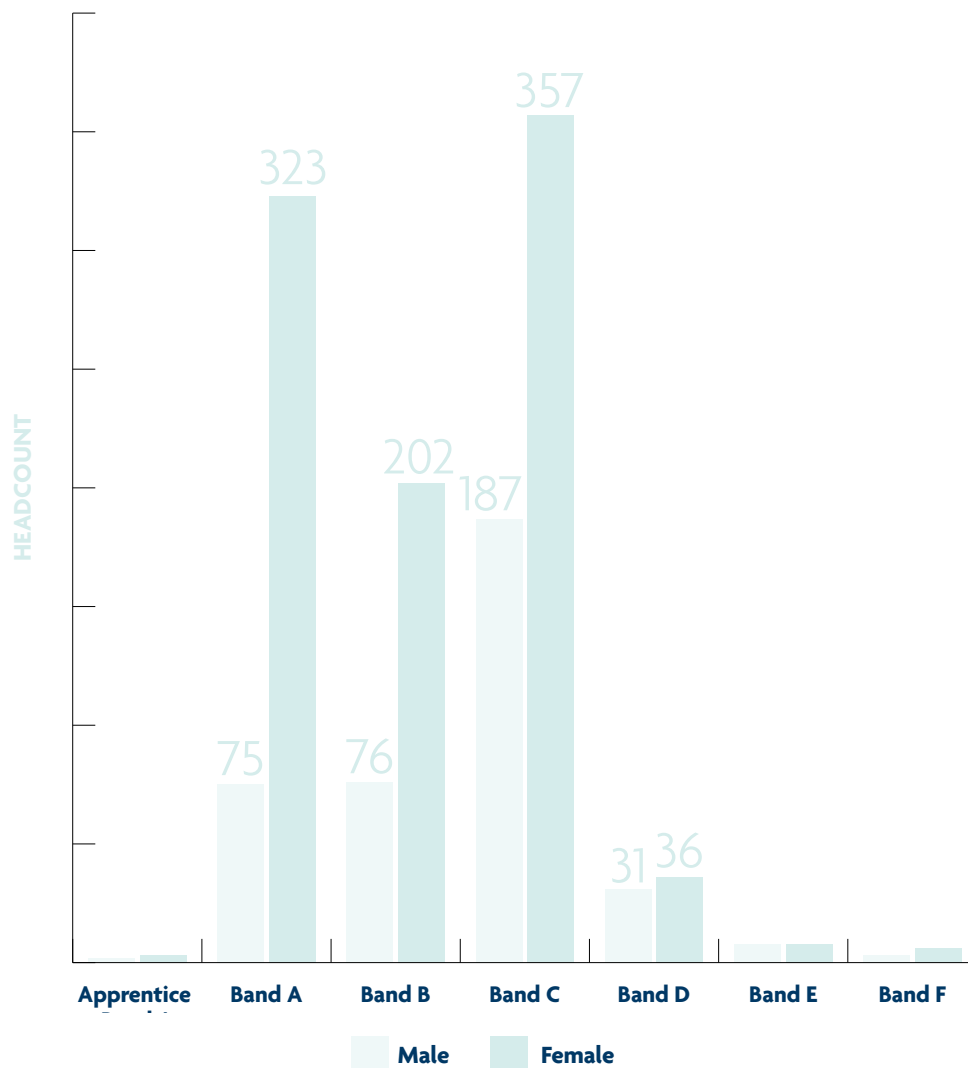
When we look at the mean gaps within pay bands, they are much smaller than the overall gap with the exception of two bands:

- 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.

One role in our Information Technology team is an apprentice role, this role is paid slightly more than other apprentice roles reflecting market pressures in IT and is occupied by a male.

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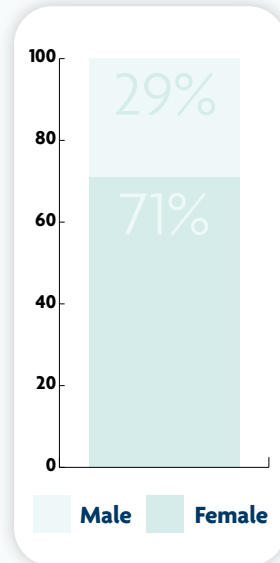


Females are more highly represented than males in the lower pay bands from A to C. When we get to the higher bands of D and above, the representation is much more equal between males and females and in line with wider society.

Why do we have a Gender Pay Gap?

The Society has a high proportion of female workers (71%) compared to male workers (29%).

Using the pay band analysis in conjunction with the pay quartile distribution we can establish that the Society 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 (72%) is not continued in the top half, which, at 54%, is still higher than overall UK gender balance figures. This is representative of other animal welfare charities who also report that they employ more females than males, with a high percentage of women occupying their lowest paid jobs.



Actions to address the Gender Pay Gap

What have we done so far?

Since this report date we have implemented a Society-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 are reviewing our Pay and Job Evaluation policies.

We have committed to the principles of the Real Living Wage which will reduce our gap over time due to the roles affected being populated predominantly by females.

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.

We have expanded our Employee Experience Team, appointing a Head of Equality, Diversity and Inclusion.

We have introduced a more sophisticated applicant tracking system for recruitment and onboarding, improving the applicant experience and enabling monitoring of applications and shortlists.

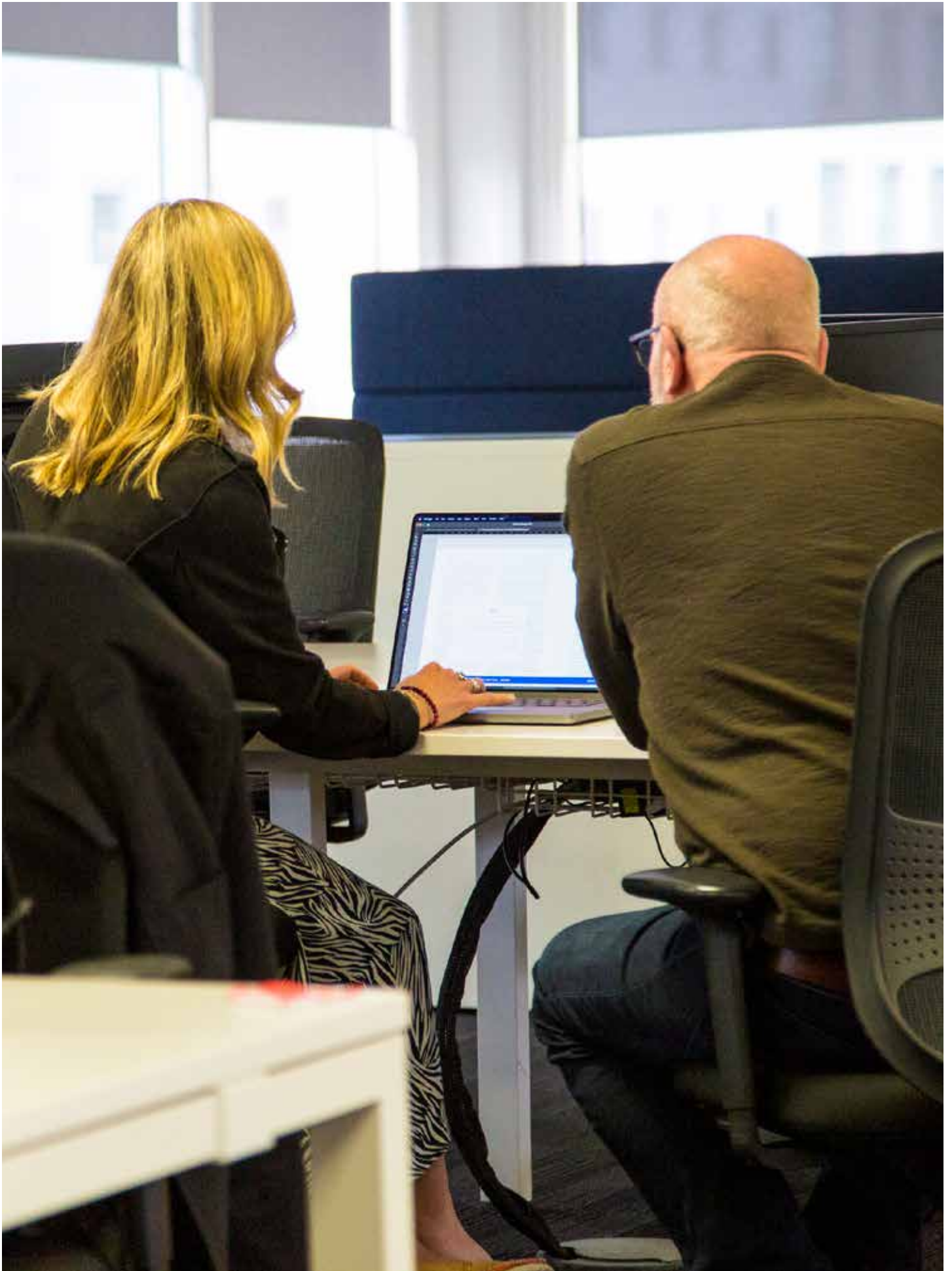
We have introduced a new Leave and Hours Policy which should enable colleagues to enjoy a better work life balance and support their wellbeing.

Our next steps

We will shortly be establishing a multi-directorate approach to understand the drivers of our pay gaps in more detail and developing action plans to address the underlying issues across the Society, utilising the expertise of multiple teams.

Sign off: *Fiona Evans*

I confirm the data in this report is accurate.





Royal Society for the Prevention of Cruelty to Animals

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