



RSPCA.

2024
GENDER
PAY GAP
REPORT



Introduction

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; those 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.

All organisations in the UK with 250 or more employees are required to publish results of their gender pay gap each year. In accordance with this requirement, we published our figures (based on a snapshot date of 5 April 2024) on 4 April 2025.

In addition to reporting our figures, we're keen to keep the gender pay gap issue live, and have analysed the 2024 data. This report sets out the gender pay gap data based on a snapshot date of 5 April 2024, and highlights key issues, the actions we are taking to help reduce the gap, and actions we can take in the future.

In this report, 'RSPCA' refers to the RSPCA national charity only (registered charity no. 219099), so the graphs in the report cover employees of this organisation. Please note that RSPCA branches and RSPCA Assured are separately registered charities and so are not included in this report.

In line with guidance, if an employee doesn't self-identify as either a man or a woman, they're excluded from the calculations. We acknowledge that this report may not be representative of everyone at the RSPCA.

The new UK Government has announced plans to make ethnicity and disability pay gap reporting compulsory under the Equality (Race and Disability) Bill. Due to the low proportions of Black and Minority Ethnic (BME) and disabled colleagues in the RSPCA, and low disclosure rates, we are focusing our efforts on diversifying our workforce to better represent the communities we serve, as well as improving our data on existing colleagues.

Definitions

■ Pay gap

The pay gap is a measure of the difference between the average earnings of two groups across an organisation or the labour market. It's expressed as a percentage of the 'historically advantaged' group's earnings.

■ Equal pay

Equal pay means that people in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.

■ Mean gap

The mean gap is the difference between the average hourly earnings of two groups. Mean gaps are influenced by outliers (both high and low).

■ Median pay gap

The median pay gap is the difference between the middle values of the hourly earnings of two groups, when ranked from highest to lowest. Median gaps reflect where the centre of gravity of a population is.





■ **Quartiles**

Quartiles cover 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.

The RSPCA is committed to fair and equitable pay for all our employees and will continue to work towards reducing pay gaps. 'Our People Plan: Moving Forward Together' identifies key projects to achieve our aims between now and 2030, including the following.

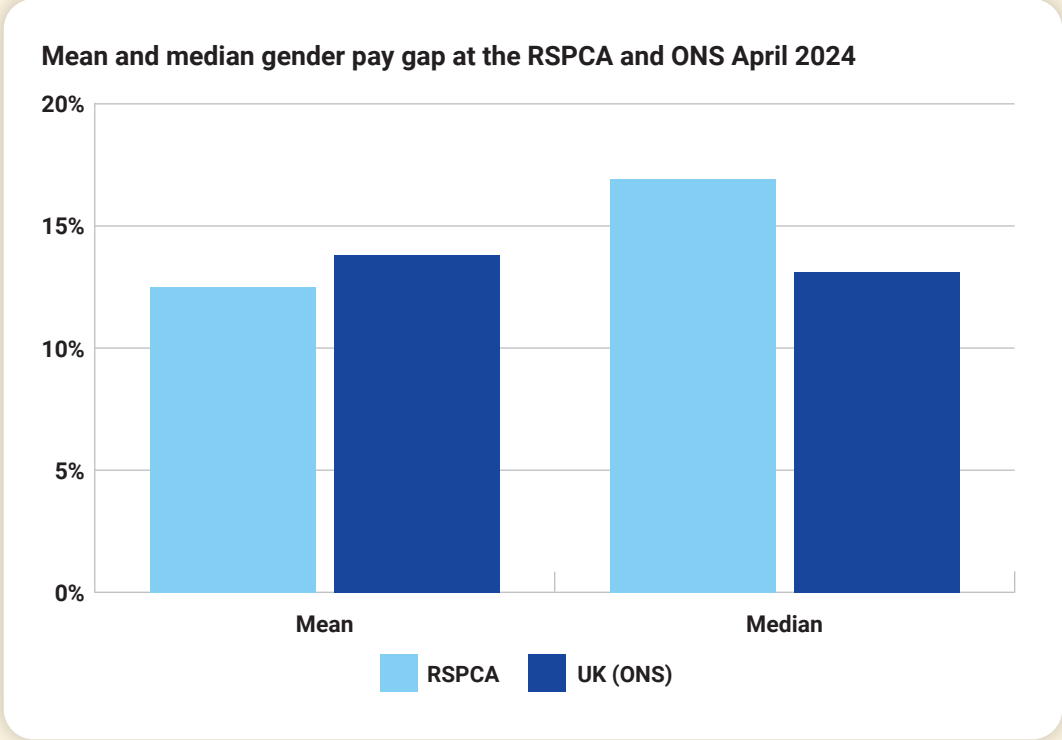
- Weaving inclusion through all the work we do – reaching more people during recruitment and supporting people in the way that they need throughout their career.
- More transparency over our total reward package – including implementation of a new pay progression plan.
- Diverse recruitment plans – career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

These projects will contribute towards reducing our pay gaps. There are further details about our progress so far later in this report.



Our gender pay gap – 2024

The RSPCA’s mean gender pay gap as of 5 April 2024 is 12.5%, and the median is 16.9%.



The UK’s mean gender pay gap for all worker types, as recorded by the Office for National Statistics (ONS) for 2024, is 13.8%, and the median is 13.1%. The RSPCA’s mean has dropped below the UK average in 2024. Our median, despite reducing since 2022, is still higher than the UK average.

Mean and median gender pay gap at the RSPCA, 2018–2024

	April 2024	April 2023	April 2022	April 2021	April 2020	April 2019	April 2018
Mean gap	12.5%	14.5%	13.8%	15.3%	15.1%	15.2%	15.7%
Median gap	16.9%	16.9%	18.2%	17.9%	16.6%	19.3%	17.9%
Headcount	1,543	1,497	1,317	1,331	1,568	1,578	1,505

Our mean gap trend continues to decrease, reducing by 2% compared to 2023. The median gap has remained the same as 2023.



Proportion of men and women in each quartile

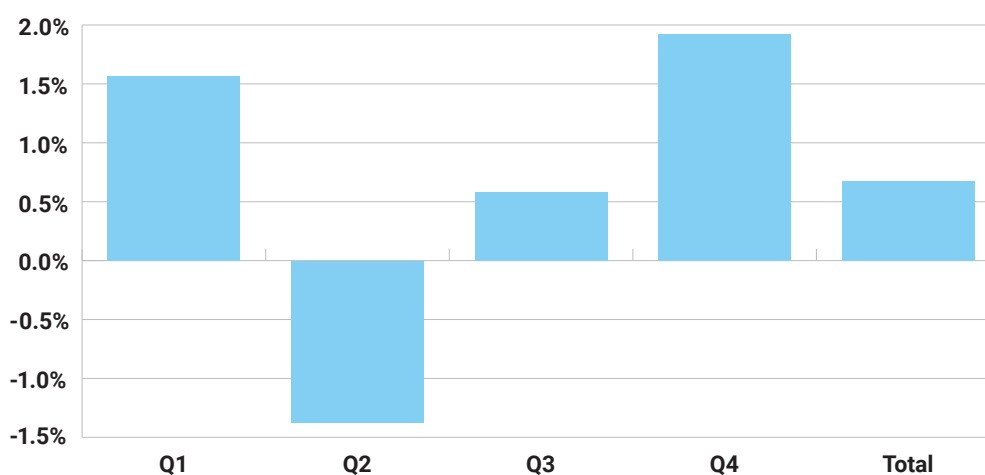
Number of male and female employees in each quartile

	2024				2023	
	Male		Female		Male	Female
Lower quartile	65	16.8%	321	83.2%	18.4%	81.6%
Lower middle quartile	92	23.8%	294	76.2%	22.5%	77.5%
Upper middle quartile	113	29.3%	273	70.7%	29.9%	70.1%
Upper quartile	145	37.7%	240	62.3%	39.8%	60.2%
Total number of employees	415	26.9%	1,128	73.1%	27.6%	72.4%

Since 2023 we have increased representation of women in the upper quartile by 2.1% and this explains the decrease in our mean pay gap. However, representation of women continues to be skewed to the lower half ('lower' and 'lower middle' quartiles), and so our median gap has remained at 16.9% and is larger than our mean gap.

Our typical role for men at the median rate of pay is an Inspector in Band C1, which falls in the upper middle quartile. This is in comparison to the typical role for the median woman, who is an Animal Rescue Officer in Band B in the lower middle quartile.

Female quartile representation movement



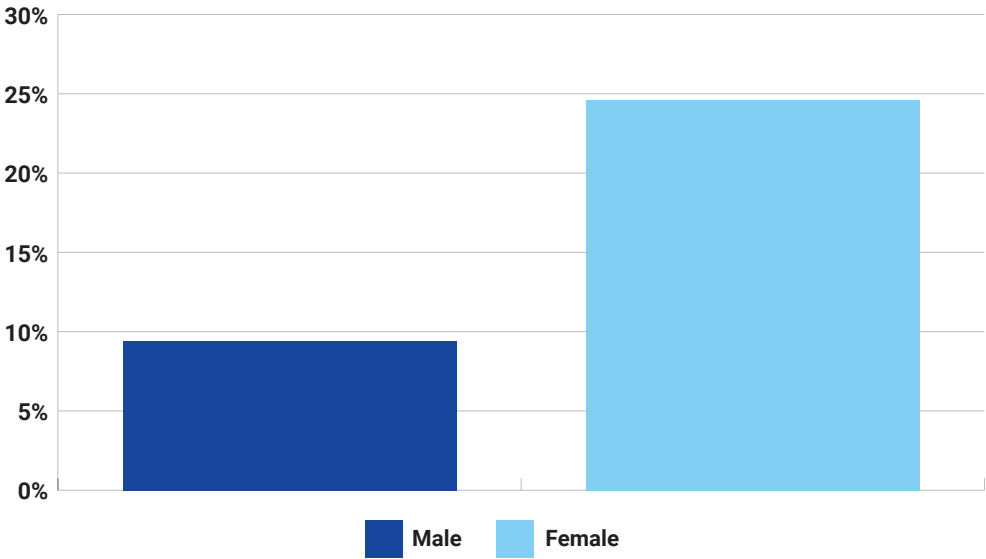
Bonus pay

We recognise long service with a bonus. These bonuses are not pro-rata, so part-time working hasn't influenced the figures. In June 2023 we paid all employees a 'helping out' payment of £1,000 to assist with cost of living rises. These were pro-rata, so part-time working has influenced the figures.

Employees receiving bonus pay and the mean and median bonus gaps

	Male		Female	
Employees who received bonus pay	369	82.9%	1,041	80.9%
Mean bonus gap	8.1%			
Median bonus gap	0.0%			

Proportion of colleagues working part-time

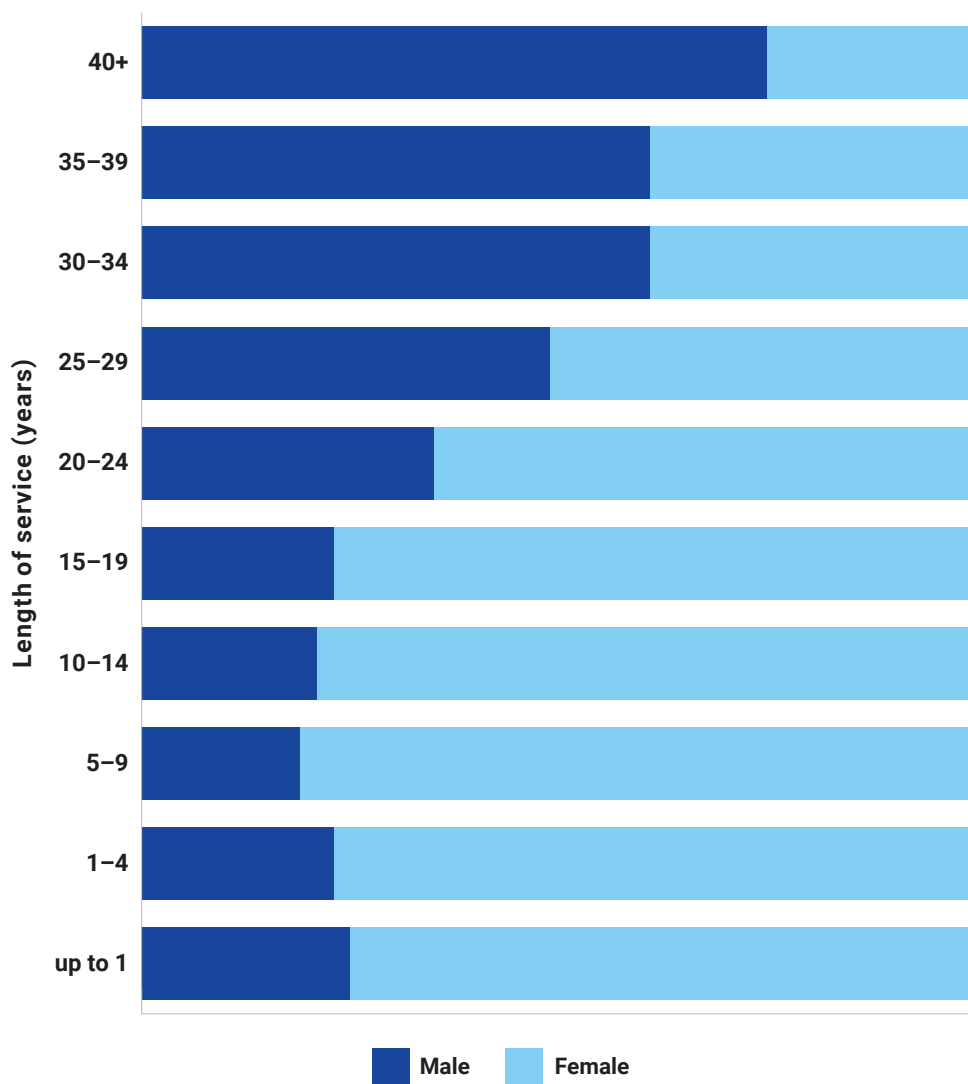


The median bonus gap is 0% due to the vast majority of employees receiving the same helping out payment. As 24.6% of employees working part-time are women, but only 9.4% of employees working part-time are men, this payment creates a mean bonus gap of 8.1% despite helping out payments being applied universally.

Historically, men have represented a larger proportion of our workforce and so are over-represented in the bonus gap as recipients of awards for length of service.



Male and female employees by length of service



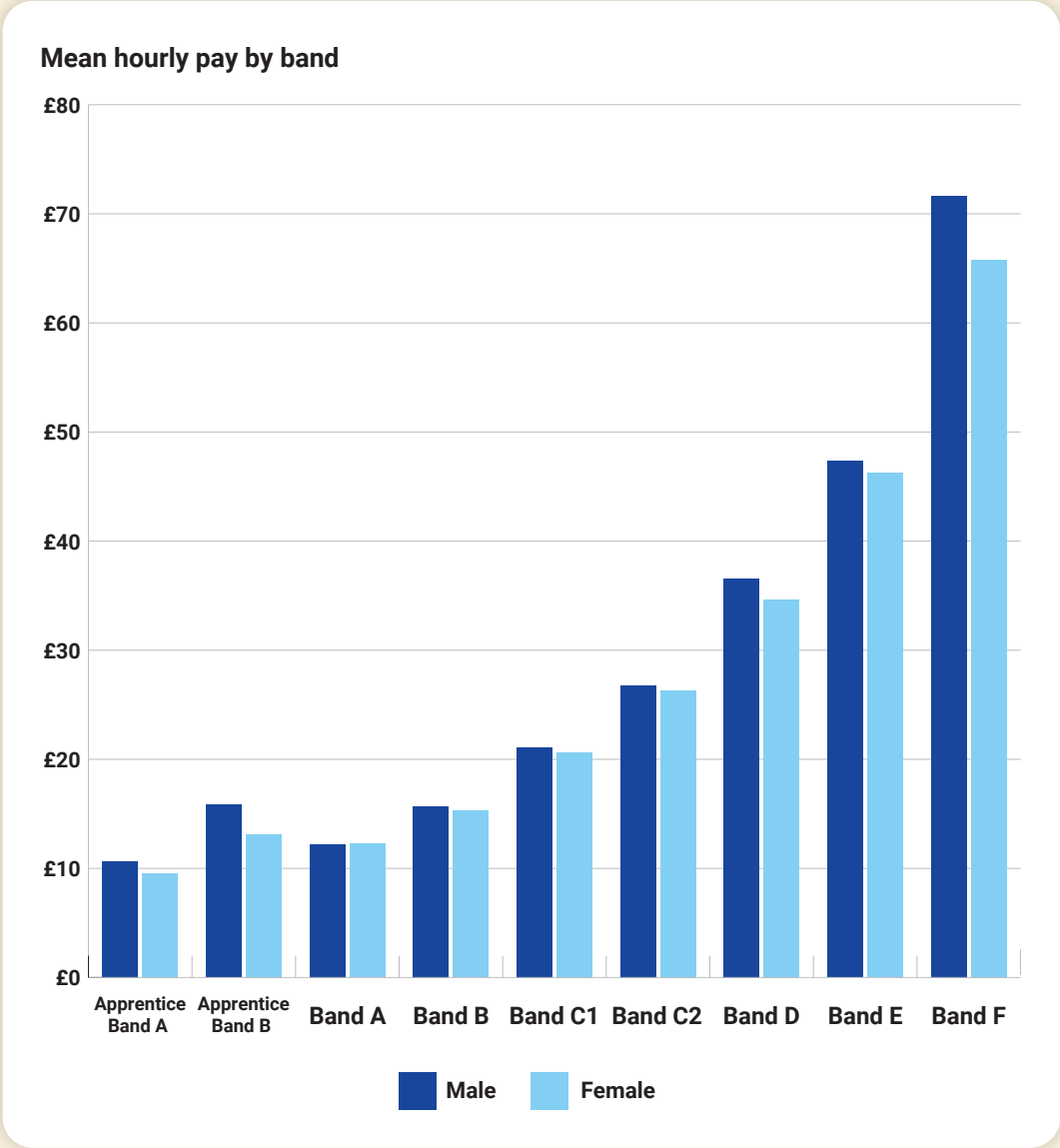
As 73% of the RSPCA's employees are now women, in time we expect to see the bonus gap representation swing in favour of women.



Key findings

Equal pay and pay bands

We operate 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.

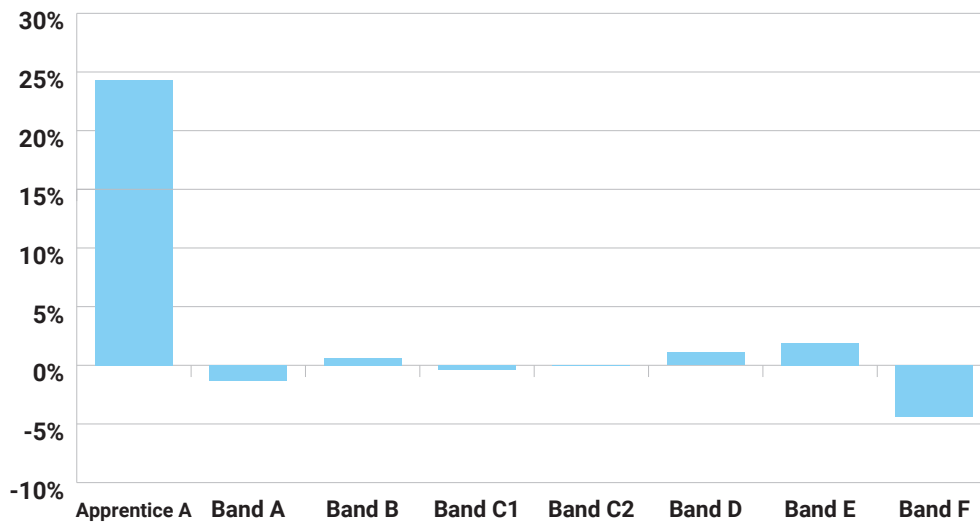


The mean gaps within pay bands are much smaller than the overall gap, with the exception of Band F and the apprentice bands. In Band F, the two most senior roles of Chief Executive Officer and Chief Operating Officer are both occupied by men. The majority of other roles in this band are occupied by women.

Our apprentice bands have the lowest headcount compared to our other bands, and so small changes can impact the pay gap significantly.

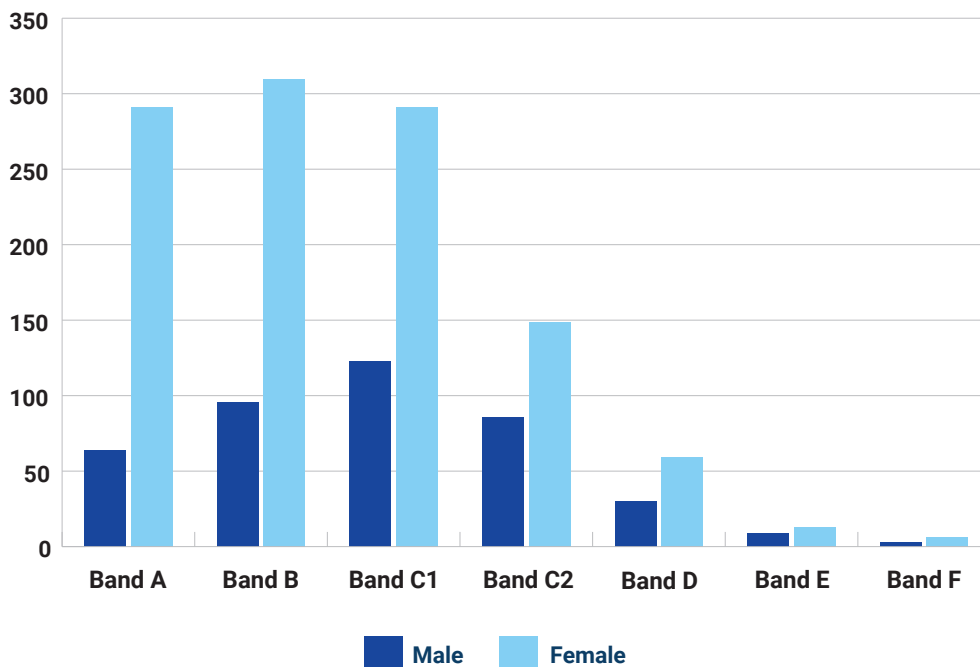


Pay gap year-on-year movement by band



Most bands have seen either a reduction or a small increase in their mean pay gap since 2023, with the exception of Apprentice Band A.

Number of employees in each pay band

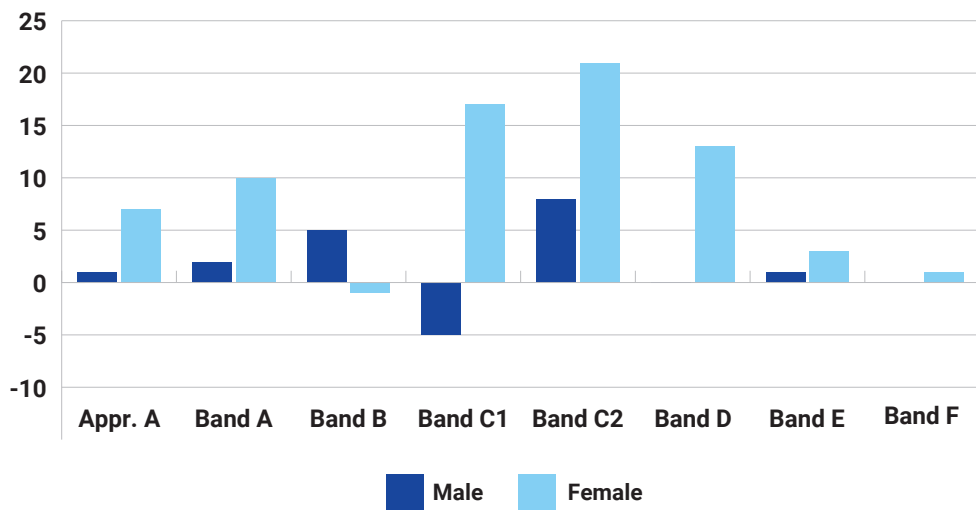


When looking at the number of women and men in each band, women are more highly represented than men in the lower pay bands, from A to C1. When we get to the higher bands of C2 and above, the representation progressively becomes more equal between women and men.





Headcount movement by band



Since last year, the number of women has increased across all our bands, apart from band B.



Why does the RSPCA have a gender pay gap?

The RSPCA has a higher proportion of women employees (73%) than men (27%). This gap has increased by 1% from 2023.

Using the pay band analysis along with the pay quartile distribution, we can establish that the RSPCA has very minimal equal pay variances (supported by an Equal Pay Audit completed in 2024), but does have an issue around representation. Our over-representation of women in the lower half of the banding structure (79.7%) is not reflected in the top half, although, at 66.5%, it's still higher than the overall UK gender balance figures. This is representative of other animal welfare charities, who also report that they employ more women than men, with a high percentage of women occupying their lowest paid jobs.

Pension pay gap

The RSPCA recognises the importance of encouraging pension savings. While we offer a generous defined contributions pension plan with higher than average employer contributions, we continue to be conscious of ensuring all employees, at whatever level in the organisation, have the opportunity to build up a healthy pension pot for their future. The figures below are derived from contributions as a percentage of salary, rather than in pounds sterling. This method will likely give smaller gaps as it doesn't capture the impact of more women than men working part-time, or of women being more likely to occupy lower paying roles. We will look at adding monetary calculations in future.

The Living Pension

We adhere to the standards set by the Real Living Wage Foundation for pay and have considered their guidance in relation to the recently introduced Living Pension. The Living Pension is 12% of a worker's annual salary, based on the full-time Real Living Wage and where the employer contributes at least 7%.

Despite our employer contribution of 9%, our lowest employee's contribution level means we don't meet the Living Pension standard of 12%, as it's at 10.5% of an employee's annual pensionable pay. We recognise, however, that allowing a minimum employee contribution of 1.5% is a worthwhile method of keeping employees active in the pension when they might otherwise cease contributing if this rate were raised. For employees who are part of our pension plan, their beneficiaries receive six times the employee's salary in life assurance, compared to employees outside of the pension plan, whose beneficiaries receive two times the employee's salary.

Our gender pension pay gap

The pension gap figures include all RSPCA workers, including casual workers, as of 5 April 2024. Our pension gaps are calculated using total contributions (employee and employer), including additional contributions (ACs).

Our mean gender pension gap is 6%.

Most employees contribute either at or above the default level (15.5% total contribution), and 93.5% of men and 92.2% of women are above the Living Pension level. The same percentage of men and women contribute at the lowest level (10.5% total contribution).



Women are more likely to opt out of the pension plan. This is due to women making up a high proportion of the two demographics most likely to opt out: casual workers (82% women) and under-22 year olds (85.4% women). Under-22s constitute 2.4% of the total population but 35.5% of opt-outs. Individuals under the age of 22 are not auto enrolled into the pension plan under current legislation, although there are plans to reduce this to the age of 18. We give them the opportunity to join the pension plan, however.

Of our employees not actively contributing to the pension plan, only 21.5% are eligible for auto enrolment. Of these, 70% are women and 30% are men, which is close to the overall gender representation at the RSPCA.

Why does the RSPCA have a pension gap?

The RSPCA has a very high proportion of employees (93.8%) choosing to contribute to the pension plan, and only a small number of employees have a total pension contribution that is less than the Living Pension. We do have a small group of employees who don't contribute to the pension plan, however nearly three-quarters of this group aren't eligible for auto enrollment.

Actions taken to address the pay gaps

Pay and benefits

We have taken a number of actions towards modernising our total reward, including the following.

- We have introduced a personalised total reward statement, which is now available to every employee via our self-service HR system. This supports our aim to be more transparent about pay and benefits.
- We continue to promote our benefits offering, using multi-channel communications to further raise awareness. This includes pension workshops, regular chat messages, videos, and targeted campaigns to make the information accessible to everyone and so improve take-up of the benefits.
- We have conducted an Equal Pay Audit to validate the fairness of our pay structures.

Employee experience

We continue to follow our seven-year Equity, Diversity and Inclusion Plan, which aims to foster an inclusive, empowering culture across the RSPCA for all our staff and volunteers, and send a strong, attractive message to our customers.

We've created affinity groups (staff and volunteer networks) that aim to bring together individuals with a shared interest in advancing a topic, either as a member of a community or an ally. These are in addition to the redeveloped Umbrella Network that supports the LGBTQ+ community. We also have networks focused on women, neurodiversity, parents and guardians, carers, and minority ethnic people.

We've made strides towards increasing the representation of BME and disabled employees, with targeted initiatives that are showing positive early results. We've also carried out quantitative and qualitative research to understand how we can better engage with minority ethnic audiences, and will be acting on the recommendations.



As a Disability Confident Employer, we're committed to improving how we recruit, retain, and develop disabled people, and are creating a Disability Network for everyone across the RSPCA. We need to work collaboratively to create and sustain a workplace where everyone is equally respected and provided with equal opportunities to belong and grow. Our new Disability Network is here to provide a safe and confidential space where people can make connections and access support.

Our Minority Ethnic Network focuses on raising awareness of diversity, challenging discrimination, providing support, and networking opportunities. The network members are involved at all levels of the organisation through initiatives that focus on under-represented groups and communities. For example, the network is providing valuable feedback and support for cross-directorate schools programmes in areas of social deprivation, as well as initiatives to diversify recruitment.

We're working with our colleagues in the Women's Network to identify and address the systemic barriers to pay parity and to raise awareness about other key issues. For instance, we have delivered the Women's Midlife Health Programme and also signed the Workplace Menopause Pledge. In signing the pledge, we have committed to:

- recognising that menopause can be an issue in the workplace and people need support;
- talking openly, positively and respectfully about menopause;
- actively supporting employees affected by menopause.

Recruitment

We've 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 that ensures our adverts are written using unbiased language. It also has a detailed reporting tool that enables us to accurately keep track of diversity recruitment.

We clearly advertise roles with the appropriate salary ranges, dependent on job title, skills and experience.

We're supporting managers who are recruiting to think about different ways roles can be filled to build a more diverse workforce.

This year, we've partnered again with the 10,000 Black Interns Foundation, which offers a range of opportunities to address the under-representation of Black talent. In 2024, we inducted seven interns who joined us for three months. Three out of the seven interns secured roles with the RSPCA on completion of the internship.

Training and development

We aim to develop and engage all employees and support them in reaching their potential. We offer ongoing training for our employees, with a specific focus on leadership and management development opportunities, including coaching and mentoring schemes. And we're further developing a meaningful career proposition that provides purposeful and rewarding work and careers for all at the RSPCA.

We offer apprenticeships and will continue to focus on these as a way to bring diverse talent into the organisation. We'll also continue to partner with external organisations, such as Upfront and Leaders Plus, to support development and career progression for women and working parents.



The House of Commons Women and Equalities Committee has reported that childcare responsibilities significantly impact women's career progression and contribute to the gender pay gap (in 'Fair opportunities for all: A strategy to reduce pay gaps in Britain'). Leaders Plus is a specialist social enterprise dedicated to addressing this gap and supporting working parents to progress their careers despite additional hurdles. We offer their programmes to targeted groups within the RSPCA. Leaders Plus interventions (leadersplus.org/fellowship) are evidence-backed, and their cross-sector programme results in promotions or more senior responsibility for 63% of participants across sectors. It's making a significant difference to the gender pay gap.

Future actions to address the pay gaps

■ Pay

- (a) Further analysis of the gender pay gap to gain a better understanding of the current position, with a view to developing internal and external processes and approaches to tackle this head on.
- (b) Look into ways of creating and promoting job sharing opportunities across the RSPCA.
- (c) Undertake a review that will aim to identify and better understand the key barriers to progression within the RSPCA, at every level.
- (d) Use the insight above to create pathways for promotion that can be shared with employees and line managers.

■ Pension

- (a) Target younger and casual workers to promote pension benefits and assess affordability and barriers to participation.

Sign off: *Caroline McCague*

Caroline McCague, RSPCA Director of People and Culture

I confirm the data in this report is accurate.



RSPCA.

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We exist to inspire everyone to create a better world for every animal.

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