



Gender Pay Gap Report 2020



Introduction

At Wood Green, The Animals Charity, we want to have a workforce that is representative of the communities we work in and support.

Reducing our gender pay gap is integral to achieving this ambition. We are committed to giving everyone – people of all genders and backgrounds – equal opportunities to participate, unlock their full potential and succeed. Diversity and inclusion strengthens our organisation and benefits our colleagues as well as the pets and people we support. We believe diversity is a strength, and we value and respect all our colleagues as individuals. Their different backgrounds, experiences and perspectives make us who we are – a compassionate, creative and innovative charity. Ultimately, diversity helps us provide pets and people with the very best support.



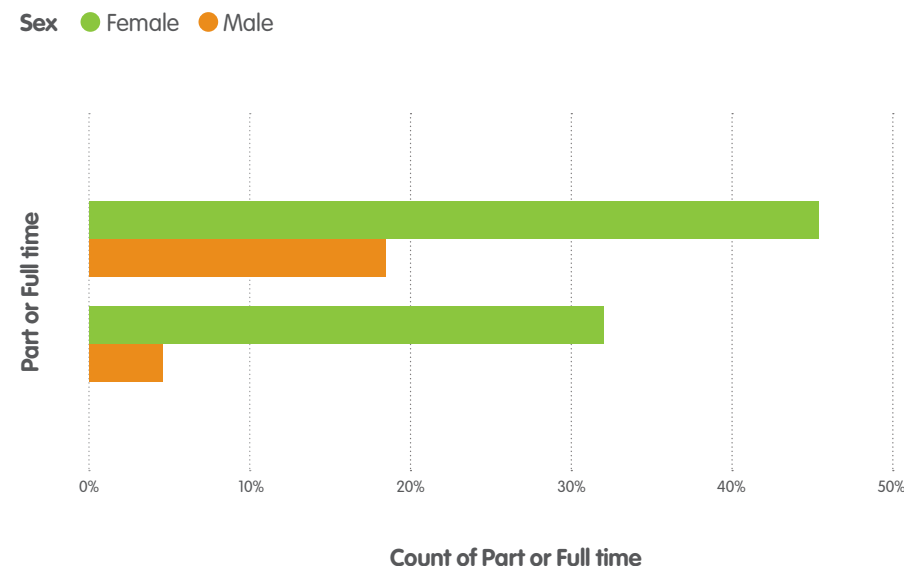
Examining our Gender Pay Gap (GPG) is important to us, not just because it's the right thing to do but because it gives us another way of evaluating the steps we need to take to further improve the diversity of our workforce. Like many organisations, we have seen fluctuations both up and down since we started reporting four years ago. While this is disappointing, we recognise that it will take time to create long-term change – but we are prepared for the challenge.

In a charity of our size, small fluctuations in pay can have a big impact on our gender pay gap.

We are a small organisation of 293 employees (252 FTE – full time equivalent) of which 78.5% are female.

The higher ratio of females is common in pet charities and consequently our gender pay gap should be considered in this context. Males are underrepresented across all directorates, and we continue to have a greater percentage of women in frontline, lower grade and part-time roles:

Fig one – Male to Female ratios by FTE



Over the past two years, we have taken significant steps to build a more inclusive culture, including the introduction of our **Ways of Working** (values and behaviours) model. We incorporated these into our interviewing and selection processes, with a stronger focus on finding out more about each individual candidate, as well as how they fit the job criteria.

Fig two – Male to Female ratios by directorate

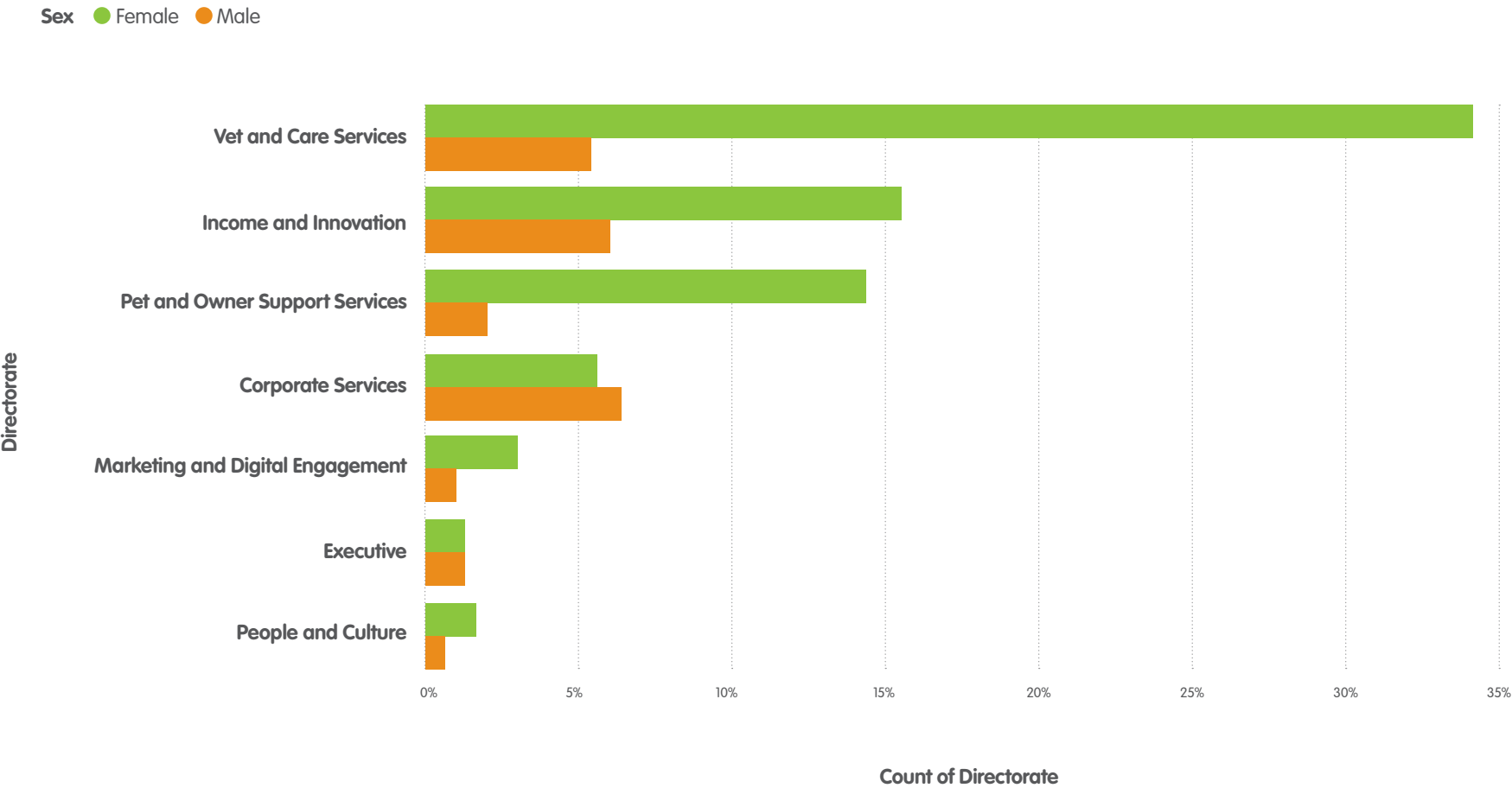
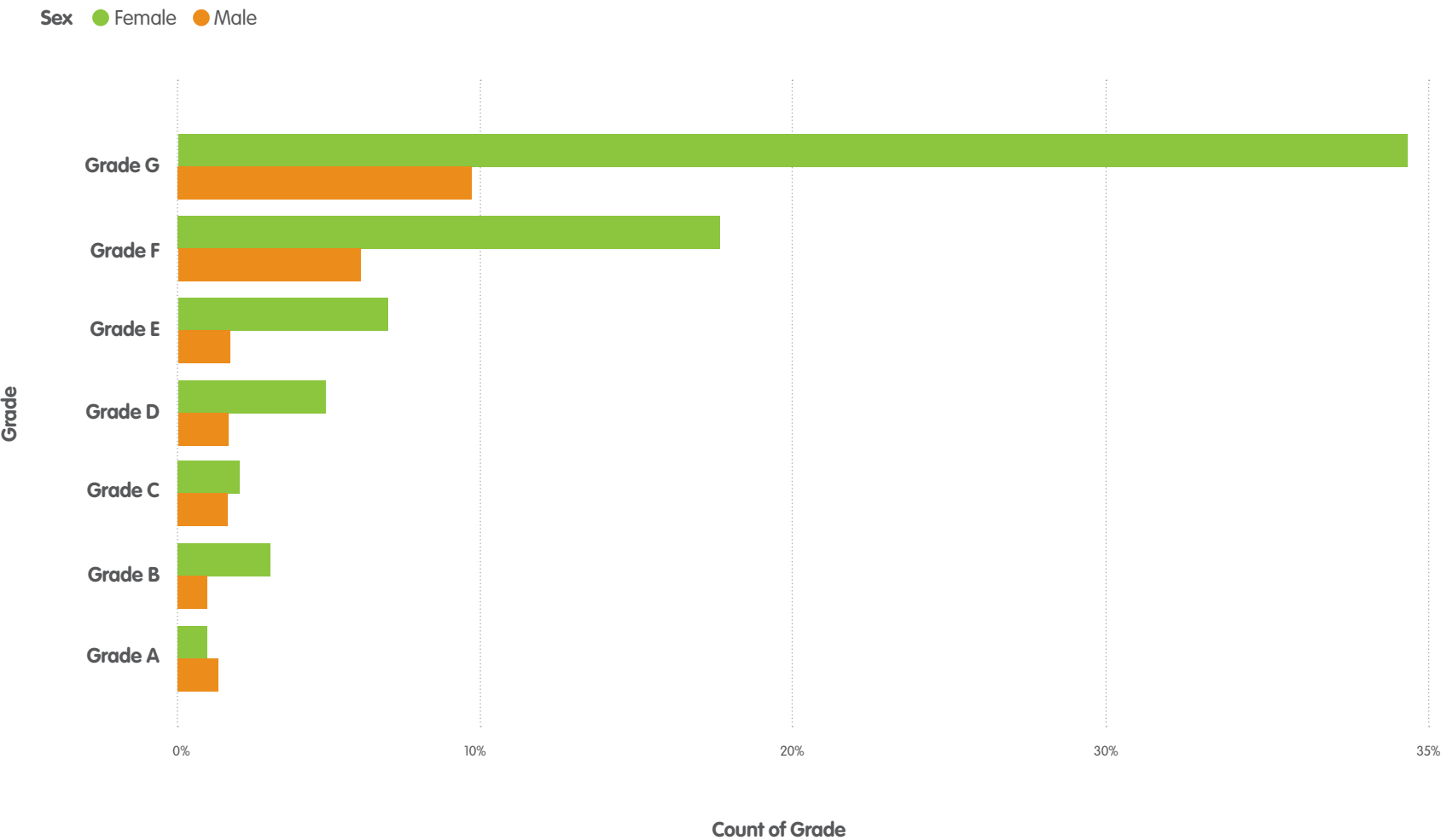


Fig three – Male to Female ratios by grade



1 There are eight females and one male that were not placed in the grades as they were under notice of redundancy.

We have also been focussing on our pay structures, with the introduction of a robust, unbiased job evaluation scheme.

This is a process whereby all roles (not the job holders) are evaluated and externally benchmarked, which means testing our pay against other roles in the not-for-profit sector, including animal charities. This was carried out using a dedicated external reward consultancy and subscription-based pay surveys. Market pay rates were assessed at the 50th percentile (median) and this formed the midpoint of the new salary bands. Senior management pay (grades A and B) is based on individual salary ranges and, as with other roles, we use an external reward consultancy, market analysis and the outcome of job evaluations to establish the spot salary for leadership positions. The spot salary is an individual pay rate based on the market rate for that job.

This work has enabled the creation of job grades and transparent pay bands. And it ensures all employees get equal pay for equal work, regardless of their gender. We have put plans in place to address exceptions and ring-fenced salaries for those identified as overpaid. In addition we have uplifted salaries where appropriate so that all staff are within their pay band, and now provide the salary range in the job advert for all roles.



Our gender pay gap in 2020

The snapshot data on our gender pay gap in this report was gathered on 5 April 2020, as required by law. Our mean gender pay gap decreased slightly (**1.5%**) in 2020 compared to the last report in 2019. In our 2019 report the gender pay gap increase was a reflection of external appointments into senior professional/leadership roles within the charity, which happened to be male.

Fig four – Our gender pay gap history

Year	Median (middle) GPG	Mean (average) GPG
2020	6.7%	18.9%
2019	11.2%	20.4%
2018	9.4%	13.3%
2017	7%	14%

What our gender pay gap data tells us

Wood Green's median gender pay gap has reduced by 4.5% since 2019. This is the lowest it has been in the history of reporting our gender pay gap.

Our most significant gap is across our leadership level. We have low numbers of employees at our highest grades, so the gap at these grades can be impacted by just one person leaving or joining. This is partly explained by the fact that our CEO is male.

MEAN VS. MEDIAN

The gender pay gap reporting regulations specifically require both the median and mean to be reported. These metrics are complementary, and illustrate different aspects of the distribution of pay across an organisation.

The **median** is a statistic commonly used in analysing both internal pay tendency and external market norms, because it looks at the central tendency of the market or sample, showing the middle-most salary of a sample. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary.

The **mean** is the overall average of the whole sample and thus can be subject to the influences of any extremely high or low salaries at the top or bottom of the sample. In other words, the mean is much more subject to skewing by a small number of outliers.

Our 2020 mean gender pay gap is below the figure published by the Office of National Statistics (ONS), which reports **21.8%**, and notably below the median ONS gap of **15.4%**

The gender pay gap is a measure designed to show the difference between the gross hourly earnings between all men and women in an organisation. This is different to equal pay, which compares pay for men and women doing the same or similar work.

Hourly pay includes basic pay, car allowance, shift pay, on-call and stand-by allowances. **Excluded are payments for overtime, redundancy and benefits-in-kind, along with employees on family or sick leave:**

Fig five – Our mean gender pay gap

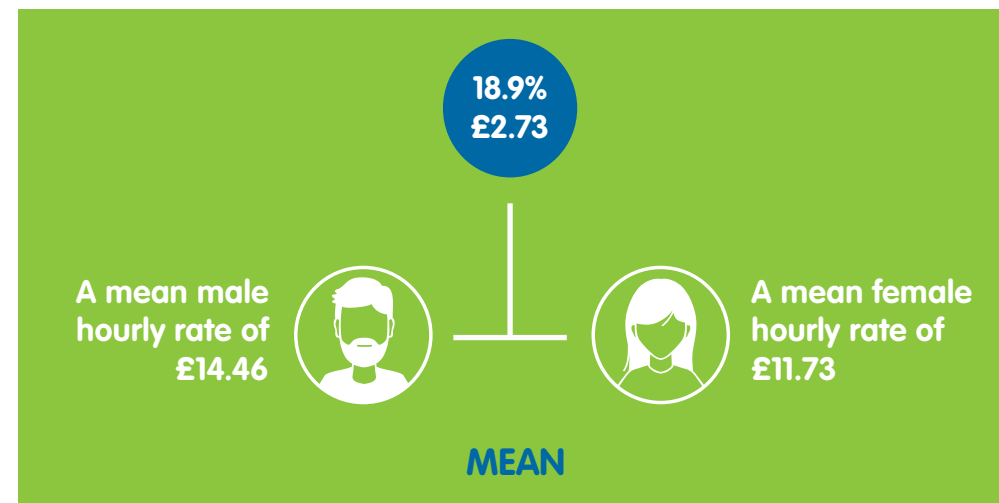
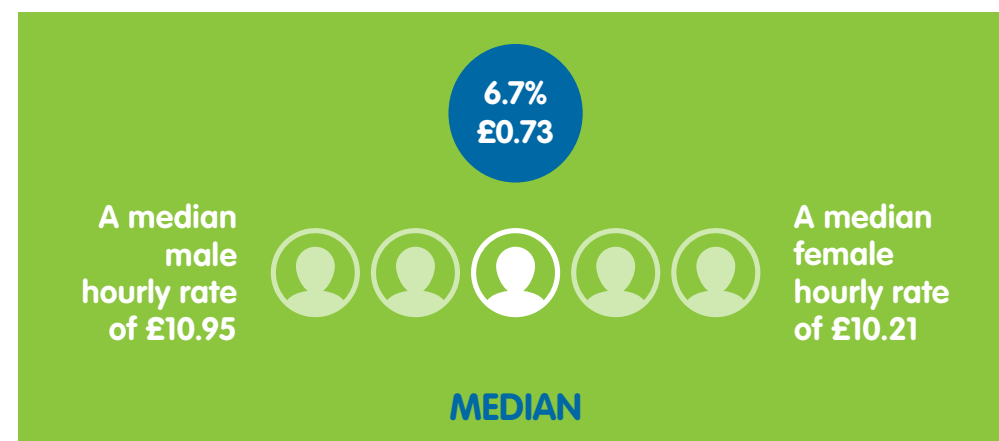


Fig six – Our median gender pay gap



Our pay quartiles

The graphic below shows the gender distribution at Wood Green across four equally sized hourly pay quartiles from lowest to highest:

Fig seven – Our gender pay quartiles

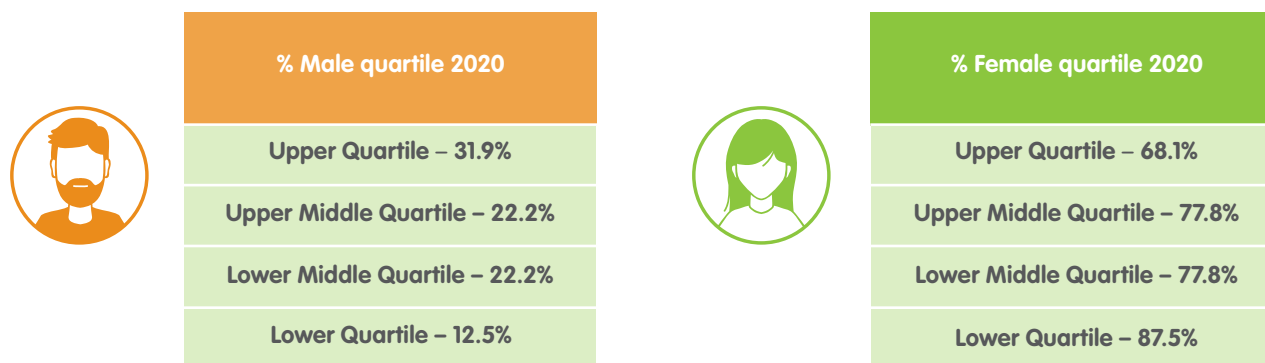


Fig eight – Our female pay quartiles history

	Females in upper hourly pay quarter (highest paid)	Females in upper middle hourly pay quarter	Females in lower middle hourly pay quarter	Females in lower hourly pay quarter (lowest paid)
2020	68.1%	77.8%	77.8%	87.5%
2019	76.9%	76.4%	74%	91.7%
2018	71%	68%	81%	81%
2017	74%	70%	87%	84%



Our gender bonus gap

The gender bonus gap is the difference between the average bonus received by men and women across Wood Green.

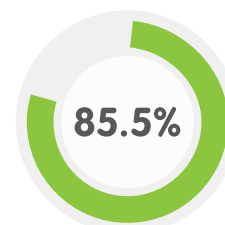
Fig nine – Our gender bonus pay gap history

	Median gender bonus gap	Mean gender bonus gap
2020	0%	18.4%
2019	0%	0.8%
2018	0%	24%
2017	0%	41%

Our mean gender bonus gap is notably below the charity sector at **34.8%** and ONS at **66.8%**, as is our median gender bonus pay gap, at **24.2%** and **42.7%** respectively.

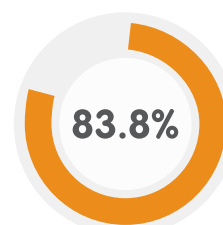
Fig ten – Our gender bonus pay gap

Proportion of females receiving a bonus



2020 Median annual female bonus - **£120**
2020 Mean annual female bonus - **£107.09**

Proportion of males receiving a bonus



2020 Median annual male bonus - **£120**
2020 Mean annual male bonus - **£131.30**

There is an absolute difference of £24.21. We awarded all staff a discretionary Christmas bonus in 2019. As detailed earlier in the report, we have more part-time employees in our workforce largely consisting of females, and the pro-rata payment of bonuses is the reason for the difference in the mean gender bonus gap.

What are we doing to reduce the gender pay gap?

There are several actions that we are taking to improve our gender pay gap:

- We recently introduced a new HR management system which provides greater visibility and clarity of our gender pay discrepancies. It also enables us to better understand our data. This means analytics and insight can be used more effectively to help reduce our gender pay gap in specific grades or directorates/departments.
- We are undertaking an equal pay audit across the organisation in 2021/2 financial year.
- Following analysis of the data, we will develop and implement a comprehensive Equality, Diversity and Inclusion Policy. Inclusion is at the centre of our efforts to address cultural and behavioural matters – benefitting the wellbeing of all our colleagues.
- We will launch our People Toolkit towards the end of 2021. This is a suite of training modules aimed at upskilling line managers. It provides guidance in areas such as how to recruit, manage and lead a team, with our values (and inclusion) championed throughout.
- We will roll out unconscious bias training alongside the launch of our new Performance Review and Pay Progression Policy. Research shows that biases at an unconscious level may impact the evaluation of both men and womens' performance, as well as candidate selection and employee promotion.
- Following the launch of a new performance appraisal, we will complete a charity-wide talent review to determine individuals' current performance and look at their potential and desire to progress to senior levels at Wood Green. We will do this through the lens of gender, ethnicity and age.
- With the introduction of our learning management system in 2020, we have ensured that diversity and inclusion training has been mandatory for all staff. Since its launch 77% of managers have completed the training.
- We continue to evaluate and improve our recruitment practices, with the aim of attracting more males to work for the charity. We are reviewing how job descriptions and adverts are worded and we are testing job criteria descriptions. We will evaluate where we place our job adverts (online and in print) and analyse candidate responses by recruitment channel and gender (as well as ethnicity and age). And we will investigate how we can de-personalise CVs before they are shared with hiring managers.

Closing statement by Wood Green's Chief Executive, Clive Byles

At Wood Green, we remain committed to being transparent about how we set pay and rewards. Our approach to pay and how it is determined is published internally in our job evaluation and pay policies. The principles at the heart of this are to pay our employees a fair salary that is competitive within our locations and sector. These are proportionate to the complexity of each role and reflect its responsibilities, in line with our charitable objectives.

This year's report signifies progress, but with more work to be done. We want to build on the equity and transparency of our recently introduced approach to pay structure and distribution. And we are determined to build on the progress outlined in this report.

Wood Green is committed to the principle of gender pay equality and has prepared its 2020 Gender Pay Gap Report in accordance with the Equality Act 2010 and Gender Pay Information Regulations 2017.



Clive Byles
Chief Executive



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