



# Gender Pay Gap Report

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## Context

Under legislation that came into force April 2017, UK employers with more than 250 employees are required by law to publish an annual gender pay report. The gender pay gap differs from equal pay in that equal pay is related to the pay difference between men and women who carry out the same jobs, similar jobs or work of equal value. The gender pay gap shows the difference in average pay between men and women.

The report is based solely on the hourly rate as Blue Cross does not pay bonuses. In accordance with the regulations, a snapshot date of 5 April 2018 has been used. The calculations do not include any responsibility payments or allowances.

Blue Cross employs a robust Job Evaluation process whereby all roles (not the job holders) are evaluated and externally benchmarked using strict criteria. This means, for example, that all Animal Welfare Assistants have the same pay range regardless of gender. We are committed to the fair treatment and reward of all our employees, regardless of gender.

You can see from the numbers below that Blue Cross employees are predominantly female. This profile is representative of animal welfare charities. Our gender pay gap results should be considered in the context of this distribution, as the predominance of females to males has a significant influence on our overall gender pay gaps. We have good female representation at every level of the organisation; males are under-represented across all levels of the charity but especially in the lower paid roles, for example retail and animal care roles. Gender pay gap reflects a societal issue whereby men don't generally fulfil these roles. However, we are continually reviewing our recruitment, attraction and training activities to ensure there is no unconscious bias in our processes or language in adverts or job descriptions, which may contribute to attracting more woman than men to work for us.

## Gender Pay Reporting

The following results have been calculated in line with mandatory requirements:

### Hourly Rate

Women's hourly rate: 24.5% lower for the mean rate (decrease of 1% on 2017)  
22.3% lower for the median rate (decrease of 0.7% on 2017)



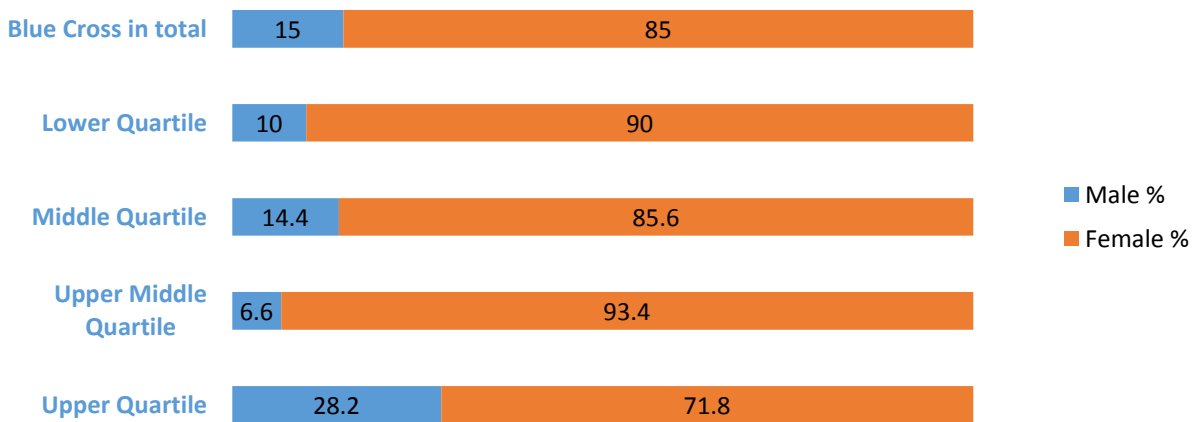
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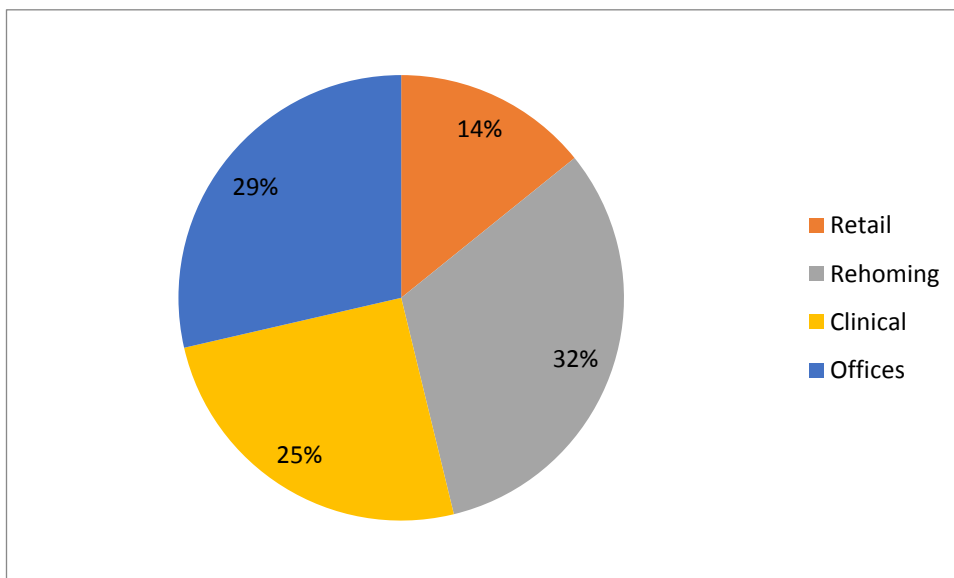


## Proportion of male and female employees across the organisation according to the quartile pay bands (calculated in accordance with the regulations)

Compared to 2017 figures the proportion of women in the organisation has increased by 1.5%. We are pleased that during 2018 we have attracted more males into the lower paid roles and more females into the middle quartile. We are proud that we have a good female representation across all the pay quartiles and acknowledge that we have more work to do to ensure a fairer representation in the upper quartile.



## Percentage employee split by area





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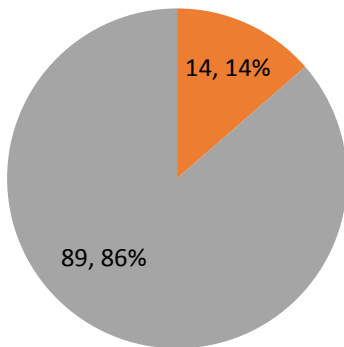
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## Male/Female split by area

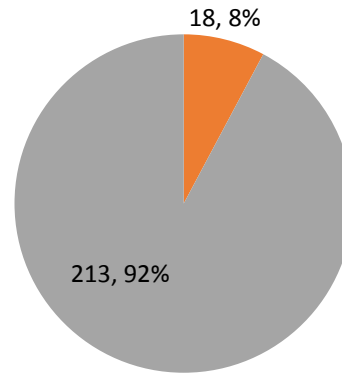
Retail

Male Female



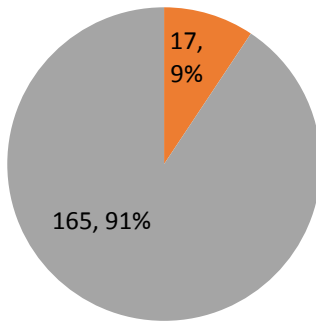
Rehoming

Male Female



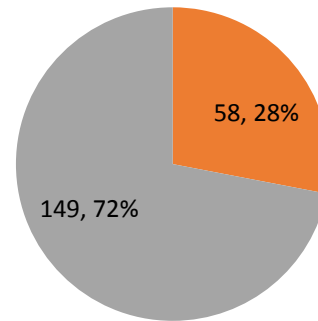
Clinical

Male Female



Offices

Male Female



There is little change to the male/female split in all areas. The number of individuals in each group has changed slightly, however, this hasn't affected the overall percentage split. The make up of the Executive Team remains the same as last year, in that 63% (5), including the CEO, are women.



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## Office of National Statistics (ONS) numbers for comparison

In order to thoroughly analyse our findings we have compared our figures against those from the ONS.

According to the ONS the gender pay gap in 2018 for all employees (full and part time) was 17.9% for mean rate (up from 17.4% in 2017) and 17.1% for median rate (down from 18.4% in 2017). This means that we have a higher pay gap than the national average.

In the different areas across Blue Cross the gap is as follows:

Area	Mean %age	Median %age	ONS
Retail	1.7	0.0	According to the ONS, the gap for sales assistants and retail cashiers is 4.8% for mean and 11.7% for median. The ONS figures are considered 'good' quality. This shows that our pay gap in this area is below the national average.
Rehoming	6.1	-1.2	The gap for animal care and control services is 14.9% for mean and 21.4% for median. The ONS figures for both mean and median is considered 'reasonable' quality. This shows that our pay gap in this area is below the national average.
Clinical	9.6	-4.3	For vets the mean is 2.6% and the median is 12.3%. The ONS figures for both mean and median is considered 'reasonable' quality. The ONS figures for vet nurses is considered unreliable or unavailable for reporting. As our figures combine vet surgeons and vet nurses it is difficult to make a comparison.
Offices	14.2	11.2	For offices there is added complexity, as the ONS differentiates between Finance, IT, senior managers etc. However, our pay gap in these areas is below the national average.

The same methodology has been used for calculating the gap in each of the four areas above as for the overall gap quoted. The results vary due to the different proportional employee mix across each area compared to the total charity.



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## Worked Example

The Clinical team has 182 employees, consisting of 17 males and 165 female. As percentages of the total team this works out at 9% and 91% respectively. The mean and median rates are as follows:

	Mean	Median
Male	£14.16	£10.36
Female	£12.80	£10.81
Pay Gap	£1.36	-£0.45
%age	9.6	-4.3

The Offices team has 207 employees, consisting of 58 males and 149 females. As percentages of the total team this works out at 28% and 72% respectively. The mean and median rates are as follows:

	Mean	Median
Male	£20.68	£17.20
Female	£17.74	£15.27
Pay Gap	£2.94	£1.93
%age	14.2	11.2

## Key Findings

The key findings are broadly the same as last year, being:

1. There are significantly more females in the charity and more respectively in the lower paid roles which has resulted in a wider gender pay gap overall.
2. The majority of males are in office-based roles. These roles attract relatively higher salaries.
3. When compared to the ONS statistics, where there are reliable ONS comparatives, the individual areas within the organisation fall below the national average. However it has highlighted that further research into the clinical pay gap would be beneficial.
4. Our rigorous job evaluation and external salary benchmarking process helps to ensure that employees are paid according to their role, and associated market forces, and not their gender.

## What have we done so far?

In our 2017 gender pay gap report we reported our action plan to help reduce our gender pay gap. See below our progress to date:

- **Review our recruitment processes to ensure that our attraction strategies promote diversity and equality within Blue Cross. This will help to ensure that the widest candidate pool possible is created. Our focus will be on attracting males into retail and rehoming roles. We will review wording for adverts and job descriptions to ensure we are using gender neutral language, to maximise our chances of attracting more males to work for our charity.** This review has been undertaken and the wording for adverts and job descriptions have been updated. Our recruitment team is continuously looking at strategies for promoting diversity and equality. The



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number of males in retail has increased since our last report, however, the number of males in rehoming has decreased. We have also introduced assessment centres as an interviewing method to ensure rigor and objectivity in the process.

- **Introduce blind recruitment and further develop our recruitment training for managers to include diversity training and awareness of unconscious bias.** We have introduced a new online recruitment system whereby we are able to anonymise applicants' details. We have also updated our training for recruiting managers.
- **Develop and implement a comprehensive equality and diversity policy within Blue Cross.** We have developed an equality, diversity and inclusion policy and this is currently being ratified by our Executive Team. Trustees and Directors have either completed equality, diversity and inclusion training or will have done so within the next few months (current completion rates are 70% and 100% respectively). This training is now compulsory for all new managers as part of their induction programme.
- **In accordance with best practice, we will undertake an equal pay audit across the whole organisation.** We have undertaken an equal pay audit of all the roles across the organisation and are confident that on the whole equal pay is being received for equal work. We have identified a small number of roles which would benefit from some further analysis to ensure quality and this work has commenced.

## What more can we do?

- We will continually monitor the success of the targeted actions above taken in 2018 and update our action plan as required.
- Having developed our equality, diversity and inclusion policy, our Senior Leadership Team are looking at implementing and embedding it in Blue Cross processes.
- In accordance with best practice, we will undertake an equality, diversity and inclusion audit for all our people.
- We are continuously reviewing our recruitment processes with the aim of attracting more males in to the organisation. This includes further developing our assessment centres and a strong focus on training recruiting managers.
- Conduct further analysis into our clinical team.
- Promote our flexible working policies to both prospective and existing employees

## Statement

I confirm that Blue Cross is committed to the principle of gender pay equality and has prepared its 2018 gender pay gap results in line with mandatory requirements.

**Beth Verrechia**  
Interim People and Development Director