



# Gender Pay Gap Report

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## Context

As an employer of more than 250 employees we are required by law to publish an annual gender pay report. It is worth noting that 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.

Since 2017 we have consistently reduced both the mean and medium rates, however, last year our pay gap increased, for both the mean and medium rates. It has increased again this year.

This 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 2021 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.

## Impact of Covid-19 on the gender pay gap

When analysing our gender pay gap, we should consider the impact of Covid and the associated furlough schemes.

As Tom Heys, legal analyst at Lewis Silkin, explains “the gender pay gap had been decreasing over time, but last October, the [Office for National Statistics](#) reported that it had widened slightly from 14.9 per cent in 2020 to 15.4 per cent in 2021. The increase is due to the impact of furlough; in 2020, more men than women were furloughed and experienced reduced pay. This explains why the gender pay gap in 2020 shrank by the largest amount ever recorded. The reverse then occurred in 2021. Although fewer people were furloughed overall, more were women, so the gap expanded again. Next year we'll see the first gender pay gap data in the 'new normal'”.

## Understanding our gender pay gap?

Similar, to other charities there are several factors which impact on the size of our pay gap:

- There are still significantly more females in our charity and more in the lower paid roles which has resulted in a gender pay gap. This profile is representative of animal welfare charities.
- During the 12 month period to 5 April 2021 we had 27 women taking maternity/adoption leave; we acknowledge that this may have had an impact on career progression and routes into the higher paid roles for women.
- The majority of males are in office-based roles and these roles attract higher salaries.
- 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.



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It is important to note that we apply the same salary range to all employees in a particular role, regardless of gender. Also, it should be recognised that we have very good female representation at every level of the organisation including Director and Senior Manager level, for example, 50% of our directors and 63% of the Leadership Team are female.

## Gender Pay Reporting

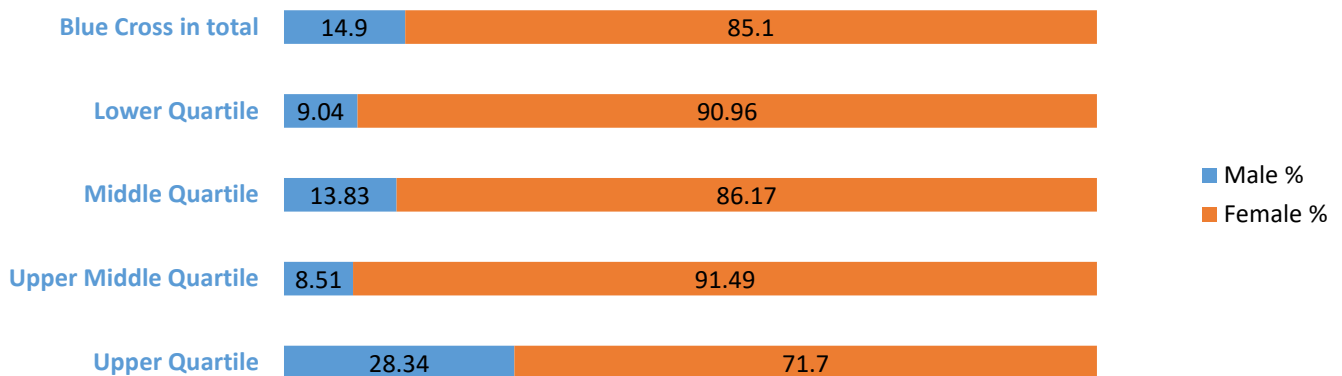
The following results have been calculated in line with mandatory requirements:

### Hourly Rate

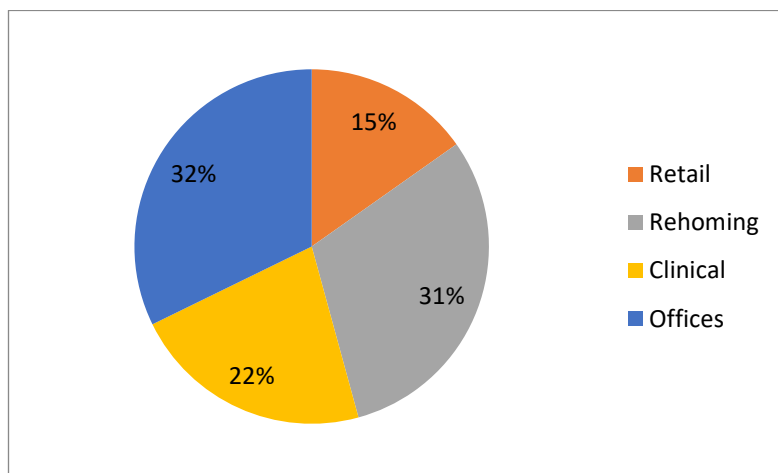
Women's hourly rate: 25.8% lower for the mean rate (increase of 1.6% from 2020)  
29.1% lower for the median rate (increase of 3.7% from 2020)

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

Compared to 2020 figures, the proportion of women in the organisation has remained the same at 85% whilst the total number of employees has decreased slightly. We are proud that we have a good female representation across all the pay quartiles.



### Percentage employee split by area



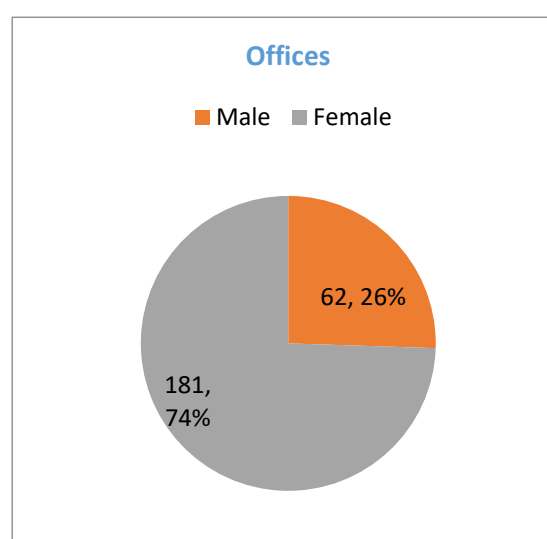
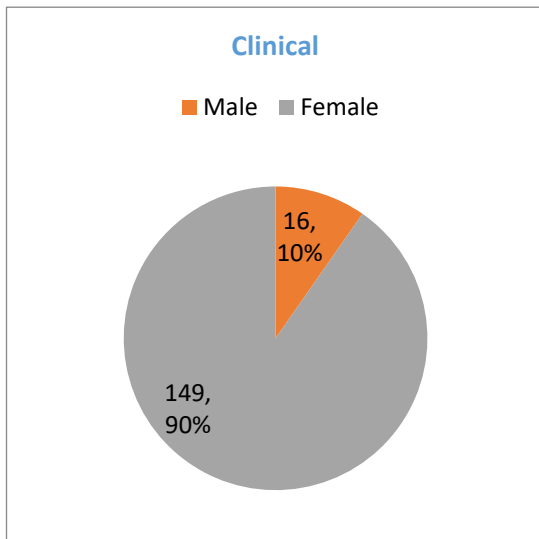
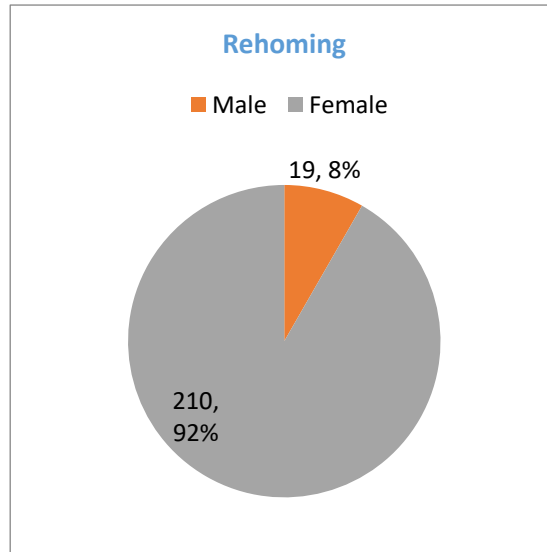
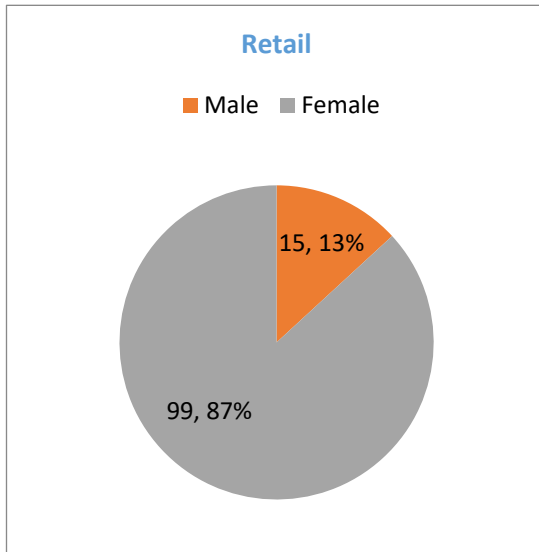


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## Male/Female split by area



There is little change to the male/female split in all areas. The profile of the Executive Team has changed slightly this year with 50% being female as opposed to 57%.

## 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. 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.



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The biggest changes in 2021 have been:

- the reduction of the number of males in the upper middle and lower pay quartiles; we saw a decrease from 11.9% and 10.9% in 2020 respectively.
- an increase in the number of males in the middle and upper quartile, from 11.4% and 27% respectively.

In summary, we have recruited more males into higher paid roles this year.

## What have we done so far?

In our 2020 gender pay gap report we committed to the following actions to help reduce our gender pay gap. See below our progress to date:

- We have previously explored how we can ensure that women returning to work are given the appropriate access to development opportunities, thereby making it easier for them to progress to the higher paid roles. Internal research undertaken had shown us that as an organisation we are open to, and seriously consider, flexible working and we were also able to offer new or different roles where requested. Last year we committed to further supporting women returners by developing our Returnships programme to ensure anyone returning from parental leave has access to upskilling and progress opportunities. We are delighted that we have now launched this blended learning programme which includes online learning, coaching sessions, a development plan and an assigned coach (optional).
- As part of the EDI (equality, diversity, and inclusion) work which commenced in 2020, we identified the need for more robust policies to support women and carers at Blue Cross. We have now developed and implemented menopause and carer's policies; in addition, we have recently established a menopause support group. We have also implemented mandatory EDI training for all.
- The People & Development directorate received disability confident training from Leonard Cheshire to enable us to make our recruitment processes more inclusive and promote opportunities for reasonable adjustments/changes where appropriate. As a result of the training, we made further changes to our adverts, website wording and will change Job Description wording as new vacancies come online.
- We have partnered with Diversifying.io so that all our roles are displayed on a wide range of diversity job boards, covering all the EDI groups.
- Our Approved Recruiter initiative has been launched and to date we have 64 managers who have completed their training and have a further 14 booked on training. A key part of this training is to upskill our managers on recruitment best practice and the importance of following a fair, consistent and non-discriminatory process.
- We have recently achieved the 'Employer' level award with the Disability Confident scheme. This is a government scheme designed to encourage employers to recruit and retain disabled people and those with health conditions. It is voluntary and has been developed by employers and disabled people's representatives.



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## What more can we do?

1. We are currently researching a new recruitment applicant tracking system which will allow us to improve the candidate experience even more. The new systems we are looking at enable us to use more videos and images to promote inclusivity and hear from our current people what it is like to work for Blue Cross.
2. In addition to the above, the new system will enable us to introduce blind shortlisting by anonymising the personal information in applications. We will also be able to have an enhanced talent bank so we can search for candidates based on skills and experience and use an automated skills match where the system can alert us to applicants who may be suitable for roles.
3. We will continue to use diversity job sites when recruiting for senior roles. We are committed to recruiting more diverse board members in 2022.

## Statement

I confirm that Blue Cross is committed to the principle of gender pay equality and has prepared its 2020 gender pay gap results in line with mandatory requirements.

**Beth Verrechia**  
People and Development Director