



Gender Pay Gap Report

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Context

This is our third gender pay gap report and we are delighted that for the second year running we have reduced both the mean and medium rates. We are confident that our approach and action plans are effective and we anticipate being able to further reduce the pay gap going forwards.

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.

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 2019 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.

Understanding our gender pay gap.

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

- As shown in our previous reports our employees are predominantly female. This profile is representative of animal welfare charities and the predominance of females to males has a significant influence on our overall gender pay gaps.
- During 2019, we had a significant number of women (41) taking maternity/adoption leave and only one case of shared parental leave; this may have an impact on career progression and routes into the higher paid roles for women.
- 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 women than men to work for us.
- We have good female representation at every level of the organisation including at Director and Senior Manager level.



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Gender Pay Reporting

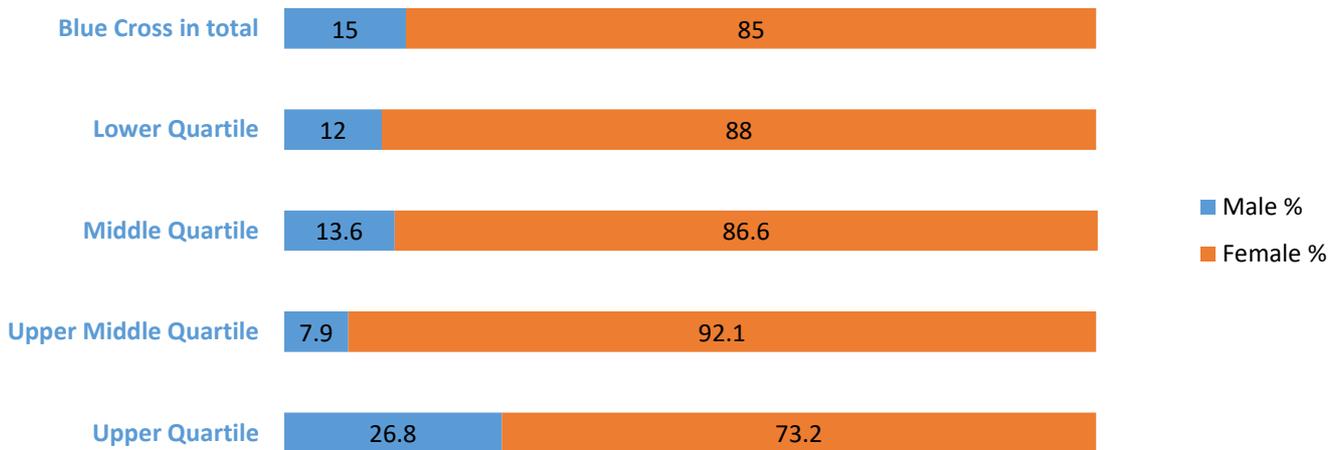
The following results have been calculated in line with mandatory requirements:

Hourly Rate

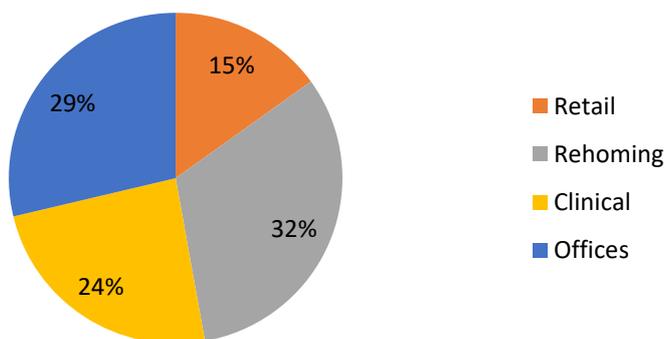
Women's hourly rate: 22.9% lower for the mean rate (decrease of 1.6% on 2018)
19.8% lower for the median rate (decrease of 2.5% on 2018)

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

Compared to 2018 figures the proportion of women in the organisation has remained the same at 85% whilst the total number of employees has increased. We are pleased that our efforts to attract more males into the lower paid roles and more females into the middle quartile have paid dividends. We are proud that we have a good female representation across all the pay quartiles. We have a female CEO.



Percentage employee split by area



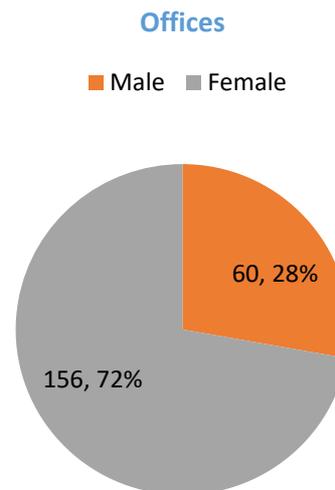
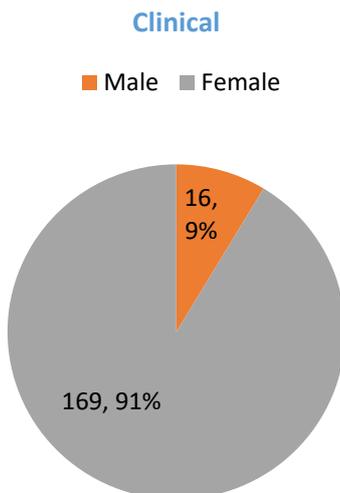
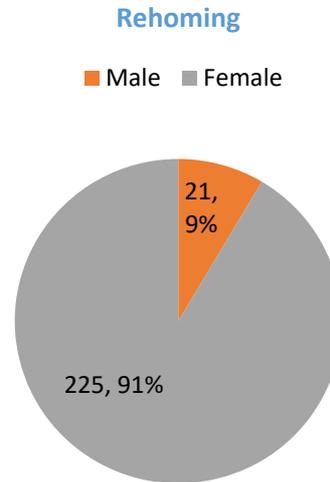
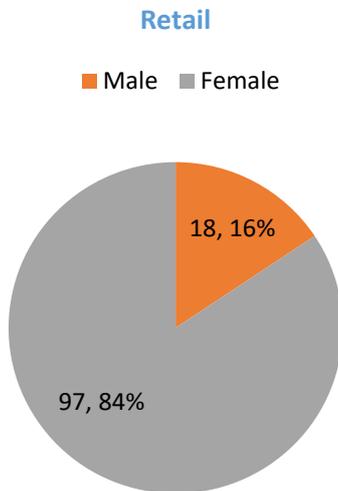


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Male/Female split by area



There is little change to the male/female split in all areas. The profile of the Executive Team has changed slightly this year with 57% being female as opposed to 62.5%.

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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What have we done so far?

In our 2018 gender pay gap report we committed to the following actions to help reduce our gender pay gap. See below our progress to date:

- **Having developed our equality, diversity and inclusion (EDI) policy, our Senior Leadership Team are looking at implementing and embedding it in Blue Cross processes.** We have developed an equality, diversity and inclusion policy which was ratified by our Executive Team. Equality, diversity and inclusion training is now available for all our people and is compulsory for all new managers as part of their induction programme.
- **In accordance with best practice, we will undertake an equality, diversity and inclusion audit for all our people.** We have partnered with the National Centre for Diversity to conduct a full equality, diversity and inclusion audit within the organisation. Employees, volunteers and suppliers were all included, we had a good response rate. We are now working to develop an equality, diversity and inclusion strategy and associated action plan. We are in the process of developing a steering group to help embed this throughout the organisation.
- **Conduct further analysis into our clinical team.** This work is ongoing and we have been working hard to find innovative ways to attract people, specifically males into the lower paid roles, into the clinical team.
- **Promote our flexible working policies to both prospective and existing employees.** Following a successful pilot we have introduced flexible working and occasional home working for all support staff. This has also been promoted on both the external Jobs website and our internal intranet system. In addition, we have also implemented a scheme whereby employees can buy and sell extra days holidays.

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.
- We will focus on embedding the EDI audit recommendations, which include developing an EDI strategy and action plan. We will also establish an EDI steering group.
- Whilst we have enhanced maternity, paternity, adoption and shared parental leave policies, we will explore how we can further 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.
- We are continuously reviewing our recruitment processes with the aim of attracting more males into the organisation, especially vet nurses and AWAs.



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Statement

I confirm that Blue Cross is committed to the principle of gender pay equality and has prepared its 2019 gender pay gap results in line with mandatory requirements.

Beth Verrechia
People and Development Director