

# RZSS GENDER PAY GAP 2022 - 2023



## Who we are

The Royal Zoological Society of Scotland is a wildlife conservation charity with a bold vision:

**“a world which protects, values and loves nature.”**

Edinburgh Zoo and Highland Wildlife Park are gateways to the natural world through which people can experience nature, learn about the challenges facing wildlife and discover how we harness our expertise in conservation science and animal care alongside the unique power of the RZSS family – our teams, supporters, and partners – to save animals from extinction.

## What is gender pay gap reporting?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. Data is collected on a particular snapshot date (5th April of every year) for publication.

Gender pay is different to equal pay, as equal pay deals with the pay differences between men and women who conduct the same jobs, similar jobs, or work of equal value.

In 2018/2019, RZSS adopted a new job evaluation process which is a systematic way to rank jobs logically and fairly by comparing job against job or against a pre-determined scale looking at key factors. Also, we will launch our new RZSS pay progression framework (expected Q4 2023), which underpins our approach to pay; ensuring all employees within the same pay grade are recognised and rewarded equally and fairly, regardless of gender, race, age or other protected characteristic.

## RZSS Pay Gap:

Our overall mean (average) and median (mid-point) gender pay gap based on hourly rates as of 5 April 2023, as well as the mean and median difference between bonuses paid to men and women at RZSS during the 12 months leading up to 5 April 2023.

Based on hourly rate, women's earnings at RZSS were:

- **Mean 8.66%** lower than males (10.14% in 2022 - closing the gap)
- **Median 0.00%** lower than males (0.23% in 2022 – closing the gap)

Figures based on full-pay relevant employees – total of 295 employees.

This means that the overall mean and median hourly difference in pay between men and women is £1.19 and £0.00 respectively.

Based on hourly rate, women's bonus earnings at RZSS were:

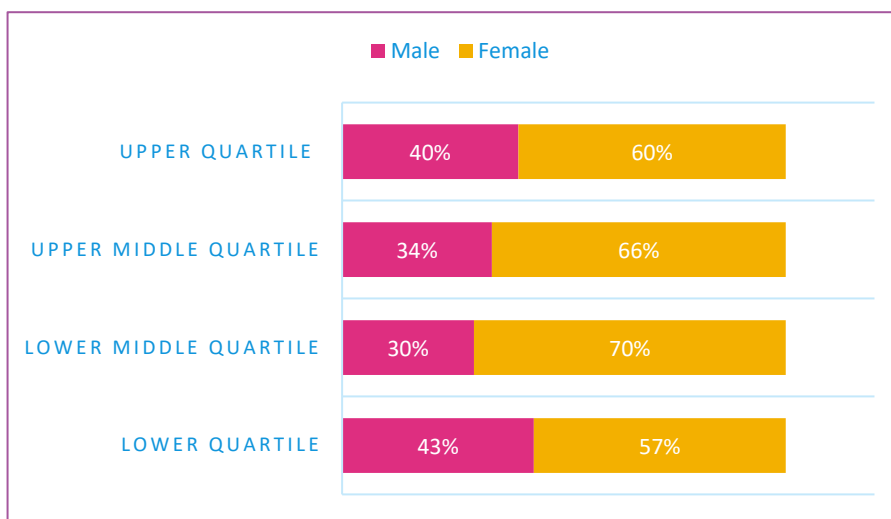
- **Mean 0.34%** lower than males (4.43% in favour of women in 2022)
- **Median 0.0%** lower than males (50% in 2021)

Figures based on full-pay relevant employees/relevant employees – total 321 employees.



## Proportion of males/females in each pay quartile:

The chart below shows the gender split when we order hourly rates of pay from the highest to the lowest and group into four equal quartiles.



We can see from the data that there has been change across all quartiles. The data shows an increase in female representation in lower middle and upper middle quartiles from the 2022 data set: with male representation increasing in the lower quartile and upper quartiles.

Gender split within RZSS = 63.39% female: 36.61% male (full-pay relevant employees)

## RZSS Bonus Pay Gap:

Our bonus scheme pays identical bonus payments to eligible staff based on the success of RZSS each year and our long service award pays equal values (dependent on years of service) regardless of gender or job level.

In 2022, we made an additional 'cost-of-living' support payment to eligible staff members regardless of gender or job level.

Proportion of RZSS colleagues awarded in a bonus:

Women	Men
68.10% received a bonus	77.48% received a bonus

Contributing factors to this differential include:

- Higher proportion of women receiving the bonus payment only (excluded from long service and cost of living payment), which impacts the mean calculation.
- Higher proportion of women joining RZSS (relevant staff) post award/qualifying dates.

## What are the underlying causes of RZSS' gender pay gap?

Based on our staff profile, we know that:

- We employ a higher number of females in roles which have a lower rate of pay – based on role type – which has an overall impact on the mean calculation.
- We have a greater percentage of females working variable/part-time hours within RZSS – although these numbers continue to change.
- The composition of our strategy and steering group can influence the gender pay gap results as this includes the highest paid positions within RZSS including CEO and directors.

## How we will move towards reducing the gender pay gap

We remain committed to supporting programmes/initiatives (looking at best practice) that will help us take positive steps towards closing the gender pay gap.

We have:

- Included salary and benefit details on our recruitment campaigns offering greater transparency in our process
- Appointed a new Accessibility and Inclusion Manager who will support the implementation of plans and policies which widen participation, increase inclusion and support accessibility across learning programmes and RZSS
- Introduced a hybrid working policy to best support our employees, offering greater flexible working arrangements
- Undertaken a full review of our policies and procedures to ensure they are accessible to all – including language used
- Continued to work on our pay and pay progression framework with plans to release in Q4 2023
- Continued to align with the real living wage rates for our people at the lower end of our pay scales as a minimum rate of pay (currently £10.90 per hour); helping to ensure base-line pay meets the cost of living.

We will:

- Continue to review equality, diversity and inclusion reporting to analyze for key data which will help inform areas of focus
- Implement an Equality Impact Assessment process in line with Government best practice; applying to policies, processes, and projects (as they develop and require reviewing) to ensure we fully consider wider implications of their application across all groups of people
- Review how we can ensure we have a sufficient pipeline of gender equality talent into our most senior roles to help us meet and address diversity imbalances.

## Declaration

I am pleased to publish our gender pay gap report for period 2022 – 2023, our mean gender pay gap was 8.66% which represents a decrease from our 2021 – 2022 data set (10.14%). There are several contributing factors for this change (some of which are detailed in this report); however, we expect to see further change as we progress with several key projects which influence attraction, recruitment, retention and pay over the coming years.

We remain positive about the direction and actions taken by RZSS and continue to work with our people to learn and grow.

**Mark Haddow, Director of People and Culture**



# RZSS GENDER PAY GAP REPORTING 2022



## Who we are

The Royal Zoological Society of Scotland is a wildlife conservation charity with a bold vision:

*"a world which protects, values and loves nature."*

Edinburgh Zoo and Highland Wildlife Park are gateways to the natural world through which people can experience nature, learn about the challenges facing wildlife and discover how we harness our expertise in conservation science and animal care alongside the unique power of the RZSS family – our teams, supporters, and partners – to save animals from extinction.

## What is gender pay gap reporting?

The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. Data is collected on a particular snapshot date (5th April of every year) for publication.

Gender pay is different to equal pay, as equal pay deals with the pay differences between men and women who conduct the same jobs, similar jobs, or work of equal value.

In 2018/2019, RZSS adopted a new job evaluation process which is a systematic way to rank jobs logically and fairly by comparing job against job or against a pre-determined scale looking at key factors. Combined with the RZSS progression framework (currently in development), this underpins our approach to pay; ensuring all employees within the same pay grade are recognised and rewarded equally and fairly, regardless of gender, race, age or other protected characteristic.

Likewise, our bonus scheme pays identical bonus payments to eligible staff based on the success of RZSS each year and our long service award pays equal values (dependent on years of service) regardless of gender or job level.

## RZSS Pay Gap:

Our overall mean (average) and median (mid-point) gender pay gap based on hourly rates as of 5 April 2022, as well as the mean and median difference between bonuses paid to men and women at RZSS during the 12 months leading up to 5 April 2022.

Based on hourly rate, women's earnings at RZSS were:

- **Mean 10.14% lower** than males (12.14% in 2021 - closing the gap)
- **Median 0.23% lower** than males (0% in 2021 – slight increase from previous year)

Figures based on full-pay relevant employees – total of 275 employees.

Based on hourly rate, women's bonus earnings at RZSS were:

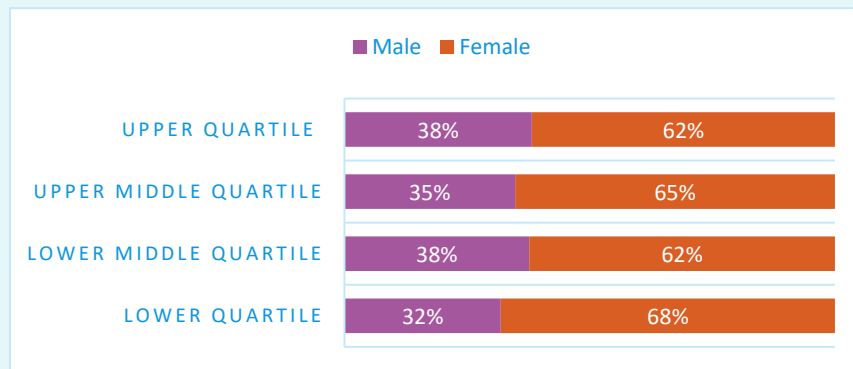


- **Mean 4.43%** higher than males (9.95% in favour of men in 2021)
- **Median 0.0%** lower than males (50% in 2021)

Figures based on full-pay relevant employees/relevant employees – total 297 employees.

## Proportion of males/females in each pay quartile:

The chart below shows the gender split when we order hourly rates of pay from the highest to the lowest and group into four equal quartiles.



We can see from the data that there has been significant change (since 2021) across all quartiles. The data shows an increase in female representation in the lower, upper middle and upper quartiles from the 2021 data set: with male representation increasing only in the lower middle quartile.

There are several contributing factors for these changes, including:

- Active recruitment to new positions across all levels of the organisation
- Increase female representation at senior management levels
- Pay and grading reviews
- Increased levels of seasonal staff

Gender split within RZSS = 64.3% female:35.7% male.

## RZSS Bonus Pay Gap:

All employees eligible, irrespective of gender or level were awarded an annual performance award (fixed sum and equal value irrespective of contracted hours). In addition, any employee who reached a long-service anniversary with RZSS are awarded a bonus.

On average, women's bonus payments were 4.43% higher than men's which is a considerable shift from 2021. Primarily, this is the result of more women receiving long service (and higher value = longer service) than men in the qualifying period (29 female:10 male). Proportion of RZSS colleagues awarded in a bonus:

FEMALE	MALE
<b>72.31%</b> Received a bonus	<b>81.37%</b> received a bonus

## What are the underlying causes of RZSS' gender pay gap?

Based on our staff profile, we know that:

- We employ a higher number of females in roles which have a lower rate of pay – based on role type - which has an overall impact on the mean calculation.
- We have a greater percentage of females working variable/part-time hours within the Society – although these numbers continue to change.
- The composition of our strategy and steering group can influence the gender pay gap results as this includes the highest paid positions within RZSS including CEO and directors.

## How we will move towards reducing the gender pay gap

We remain committed to supporting programmes/initiatives (looking at best practice) that will help us take positive steps towards closing the gender pay gap.

We have:

- Included salary and benefit details on our recruitment campaigns offering greater transparency in our process
- Appointed a new Accessibility & Inclusion Manager who will support the implementation of plans and policies which widen participation, increase inclusion and support accessibility across learning programmes and RZSS in support of national aims, policy and RZSS strategic aims
- Undertaken a full review of our policies and procedures to ensure they are accessible to all – including language used
- Continued to work on our pay and progression framework with plans to release in 2022/2023
- Continued to develop individuals through an externally support leadership and management programme.

We will:

- Introduce a hybrid working policy to best support our employees, offering greater flexible working arrangements
- Implement an Equality Impact Assessment process in line with Government best practice; applying to policies, processes, and projects (as they develop and require reviewing) to ensure we fully consider wider implications of their application across all groups of people.
- Review how we can ensure we have a sufficient pipeline of gender equality talent into our most senior roles to help us meet and address diversity imbalances

## Declaration

I am pleased to publish our gender pay gap report for period 2021 – 2022, our mean gender pay gap was 10.14% which represents a decrease from our 2020-2021 data set. There are several contributing factors for this change (some of which are detailed in this report); however, we expect to see further change as we progress with several key projects which influence attraction, recruitment, retention and pay over the coming years.

We recognise that our scope to act is limited in some areas, for example, no direct control over individual's career choices – and that the causes of a gender pay gap can be a complex and shifting mix of factors including work, society, and family. We remain positive about the direction and actions taken by the Society and continue to work with the business to learn and grow.

**Mark Haddow, Head of HR**





# RZSS GENDER PAY GAP REPORT 2020



*'To connect people with nature and safeguard threatened species.'*

Established by Thomas Gillespie in 1909, the Royal Zoological Society of Scotland has been proudly working to promote the awareness and conservation of rare and endangered animals for over 100 years. RZSS operates Edinburgh Zoo and the Highland Wildlife Park. We also support a wide variety of research and conservation projects here in the UK and around the world.

## What is gender pay reporting?

Gender pay reporting legislation, introduced in 2017, requires all employers with 250 or more employees on the snapshot date (5th April 2020) to publish statutory calculations every year, showing how large their pay gap is between their male and female employees. The gender pay gap is different to equal pay, as equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value.

## Coronavirus on 2019-2020 reporting

Gender pay gap reporting requirements were reinstated in 2021 for the reporting year using the 5<sup>th</sup> April 2020 snapshot date. The guidance was updated with additional exclusion factors including the exclusion of those on "furloughed leave under the Coronavirus Job Retention Scheme, unless their pay was topped up to their usual full pay".

We are pleased to announce that the Society were able to continue to support our people; ensuring their pay was topped up during April 2020.

## RZSS Pay Gap:

The table below shows our overall mean (average) and median (mid-point) gender pay gap based on hourly rates as at 5 April 2020, as well as the mean and median difference between bonuses paid to men and women at RZSS during the 12 months leading up to 5 April 2020.

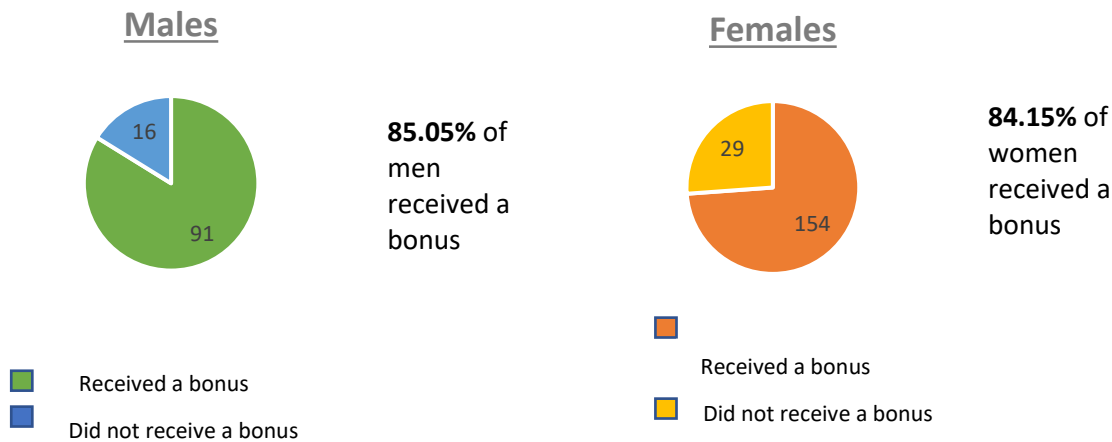
Women's Earnings are:	
Mean gender pay gap in hourly pay	8.44% lower (1.28% in 2019)
Median gender pay gap in hourly pay	0% (0% in 2019)
Difference in mean bonus payments	3.21% lower (14.16% higher in 2019)
Difference in median bonus payments	0%

Prior to the snapshot date, the society had three leadership team members (most senior roles within the Charity) leave the organisation. For us, individual changes in a small leadership team can sway the balance of the gender pay gap figures.



### Proportion of RZSS colleagues awarded a bonus:

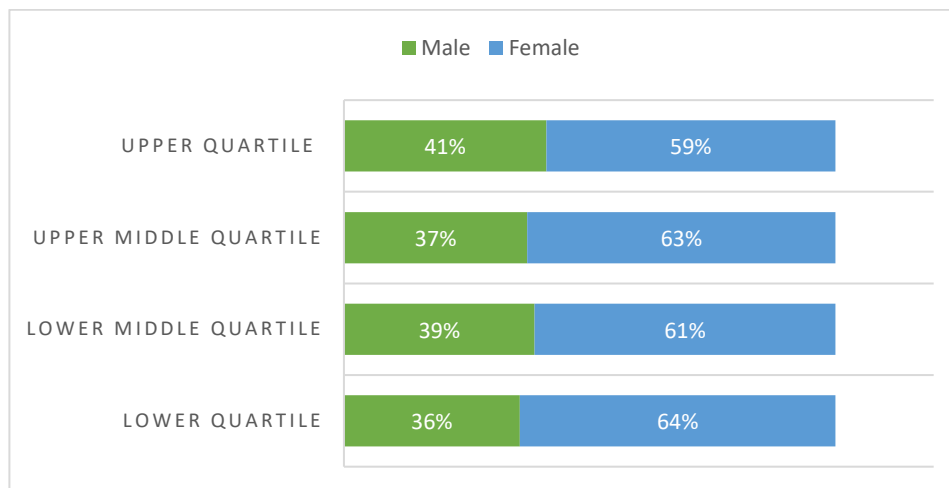
All employees eligible<sup>1</sup>, irrespective of gender or level were awarded an annual performance award. In addition, any employee who reached a long-service anniversary with RZSS are awarded a bonus.



On average, women's bonus payments were 3.21% lower than men's which marks a positive shift since 2019 (14.16% lower in 2019). Whilst there are a number of contributing factors to the bonus payment – start date, working pattern, extended periods of leave – one of the reasons for the gap reduction is that we had a higher proportion of females receiving a higher long service award amount resulting from having longer service (something which changes on a year-by-year basis).

### Proportion of males/females in each pay quartile

The chart below shows the gender split when we order hourly rates of pay from the highest to the lowest and group into four equal quartiles.



We can see from the data, that there has been a shift (since 2019) across all quartiles; whereby the percentage split is now more closely aligned to our overall gender split within the Society (61.71% female: 38.29% male).

<sup>1</sup> If employed on or before 1 June 2019 and remain in employment on 1 December 2019



## What are the underlying causes of RZSS's gender pay gap?

Based on our staff profile, we know that:

- We employ a higher number of females in roles which have a lower rate of pay – based on role type (approx. 25% more female to male); this has an overall impact on the mean calculation.
- We have a greater percentage of females working variable/part-time hours within the Society – although these numbers continue to change.
- We can see from our data that, whilst we have a higher number of females receiving a long service award (of greater value) than males; we have a higher number of females by which to average the calculation over – affecting the overall rate.

## How we will move towards reducing our Gender Pay Gap.

We remain committed to supporting programmes/initiatives that will help us take positive steps towards closing the gender pay gap. We will:

- Improving our data collection, analysis and reporting (management information).
- Continuing with the full review of our existing pay and grading structure; exploring ways to optimize the data and its use in other processes such as development frameworks.
- Implement an Equality Impact Assessment process in line with Government best practice; applying to policies, processes and projects (as they develop and require reviewing) to ensure we fully consider wider implications of their application across all groups of people.
- Proactive promotion of our existing policies of flexible working and shared parental leave.
- Focus attention on removing unconscious bias (as much as possible) from our recruitment processes including the use of gender-neutral language and anonymized shortlisting (removing identifiable traits such as gender, age).
- Review how we can ensure we have a sufficient pipeline of gender equality talent into our most senior roles to help us meet and address diversity imbalances

## Declaration

*I am pleased to publish our third gender pay gap report which shows significant improvements upon the report shared last year. On 5 April 2020, our mean gender pay gap was 8.44%. Although the pay gap has increased, we recognise that our scope to act is limited in some areas, for example, no direct control over individual's career choices – and that the causes of a gender pay gap can be a complex and shifting mix of factors including work, society and family. However, RZSS is committed to taking pro-active measures to reduce the gender pay gap, with longer-term strategies in place with the aim of targeting a neutral gender pay balance across the Society. We remain positive about the direction and actions being taken by the Society and continue to work with the business to learn and grow.*

**Mark Haddow, Head of HR**

# RZSS GENDER PAY GAP REPORT 2021



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## Coronavirus on 2020-2021 reporting

Gender pay gap reporting requirements were reinstated in 2021 for the reporting year using the 5<sup>th</sup> April 2021 snapshot date. The guidance was updated with additional exclusion factors including the exclusion of those on "furloughed leave under the Coronavirus Job Retention Scheme, unless their pay was topped up to their usual full pay".

We are pleased to announce that the Society were able to continue to support our people; ensuring their pay was topped up throughout the furlough period.

## RZSS Pay Gap:

The table below shows our overall mean (average) and median (mid-point) gender pay gap based on hourly rates as at 5 April 2021, as well as the mean and median difference between bonuses paid to men and women at RZSS during the 12 months leading up to 5 April 2021.

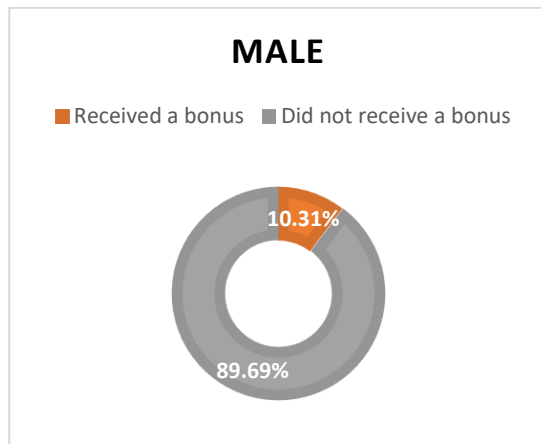
Women's Earnings are:	
Mean gender pay gap in hourly pay	12.14% lower (8.44% in 2020)
Median gender pay gap in hourly pay	0% (0% in 2020)
Difference in mean bonus payments	9.95% lower (3.21% lower in 2020)
Difference in median bonus payments	50%

Prior to the snapshot date, the society had three leadership team members (most senior roles within the Charity) leave the organisation, 2 of these roles have now been replaced and the third role was consolidated within the organisation. We believe these relatively small changes have had a significant impact and swayed the balance of the gender pay gap figures.

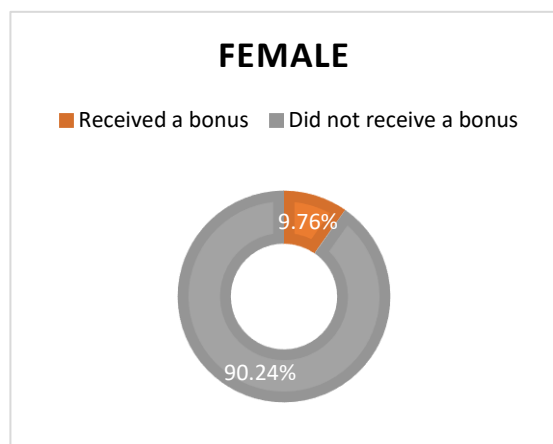


### Proportion of RZSS colleagues awarded a bonus:

In 2020 only employees who reached a long-service anniversary with RZSS were awarded a bonus. The decision was taken not to issue a performance bonus to any employee unlike previous years.



10 out of 97 males received a bonus

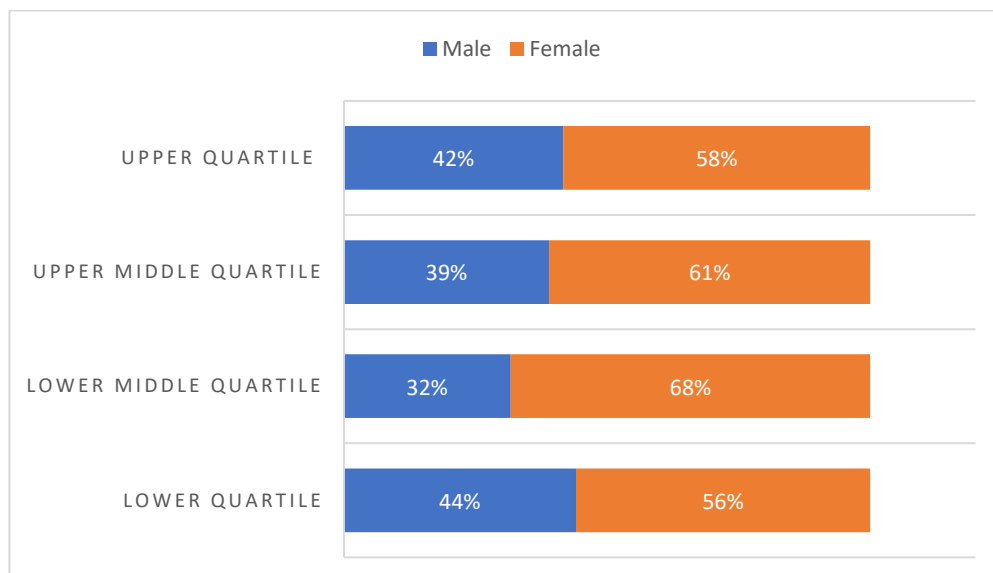


16 out of 164 females received a bonus

On average, women's bonus payments were 9.95% lower than men's which is a higher value in comparison to 2020 (increase by 6.74%). During 2020 the decision was taken not to pay a performance bonus payment due to the Global Pandemic and subsequent temporary closure of RZSS during 2020, we did continue to pay service awards that were due during this time. Despite there being a higher number of females receiving a bonus (16 vs 10), proportionately, the Society has a larger female population, which affects the mean calculation.

### Proportion of males/females in each pay quartile

The chart below shows the gender split when we order hourly rates of pay from the highest to the lowest and group into four equal quartiles.



We can see from the data, that there has been some change (since 2020) across all quartiles; the most significant shift can be found in the lower middle quartile whereby the percentage split increased by 7% to

68 % female (61% 2020), and again there was an 8% decrease in the lower quartile for women at 56% (64% 2020). There was very little change to our overall gender split within the Society at 60.92% female:39.08% male (61.71% female: 38.29% male in 2020).

### **What are the underlying causes of RZSS's gender pay gap?**

Based on our staff profile, we know that:

- We employ a higher number of females in roles which have a lower rate of pay – based on role type (approx. 24% more female to male); this has an overall impact on the mean calculation.
- We have a greater percentage of females working variable/part-time hours within the Society – although these numbers continue to change.
- We can see from our data that, whilst we have a higher number of females receiving a long service award than males; we have a higher number of females by which to average the calculation over – affecting the overall rate.
- There has been 2 senior roles within RZSS that have been replaced by male appointees which does have an impact in the overall calculation

### **How we will move towards reducing our Gender Pay Gap.**

We remain committed to supporting programmes/initiatives that will help us take positive steps towards closing the gender pay gap. We will:

- Improve our data collection, analysis and reporting (management information).
- Continue with the full review of our existing pay and grading structure; exploring ways to optimize the data and its use in other processes such as development frameworks.
- Implement an Equality Impact Assessment process in line with Government best practice; applying to policies, processes and projects (as they develop and require reviewing) to ensure we fully consider wider implications of their application across all groups of people.
- Proactive promotion of our existing policies of flexible working and shared parental leave.
- Focus attention on removing unconscious bias (as much as possible) from our recruitment processes including the use of gender-neutral language and anonymized shortlisting (removing identifiable traits such as gender, age).
- Review how we can ensure we have a sufficient pipeline of gender equality talent into our most senior roles to help us meet and address diversity imbalances

### **Declaration**

*I am pleased to publish our fourth gender pay gap report for period 2020 – 2021. On 5 April 2021, our mean gender pay gap was 12.14%. Although the pay gap has increased, we recognise that our scope to act is limited in some areas, for example, no direct control over individual's career choices – and that the causes of a gender pay gap can be a complex and shifting mix of factors including work, society and family. However, RZSS is committed to taking pro-active measures to reduce the gender pay gap, with longer-term strategies in place with the aim of targeting a neutral gender pay balance across the Society. We remain positive about the direction and actions being taken by the Society and continue to work with the business to learn and grow.*

**Mark Haddow, Head of HR**