

PDSA Gender Pay Gap

We are committed to promoting equality of opportunity in employment and selecting employees on merit, irrespective of race, ethnic origin, colour, nationality, sex, age, relationship status, religion/belief or sexual orientation.

We are passionate about having understandable, equitable and transparent reward policies that enable us to achieve our mission and reflect our culture, and we are committed to reducing our gender pay gap.

Under legislation introduced in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap. The gender pay gap reflects the average hourly earnings pay for men and women undertaking the same or similar jobs.

We have a robust benchmarking and job evaluation process that ensure we are paying our employees fairly, irrelevant of gender. In 2019, we carried out a review of our pay and benefits and extensive benchmarking and market research was conducted as part of this for all roles within the organisation.

PDSA employees are predominantly female, which is representative of animal welfare charities.

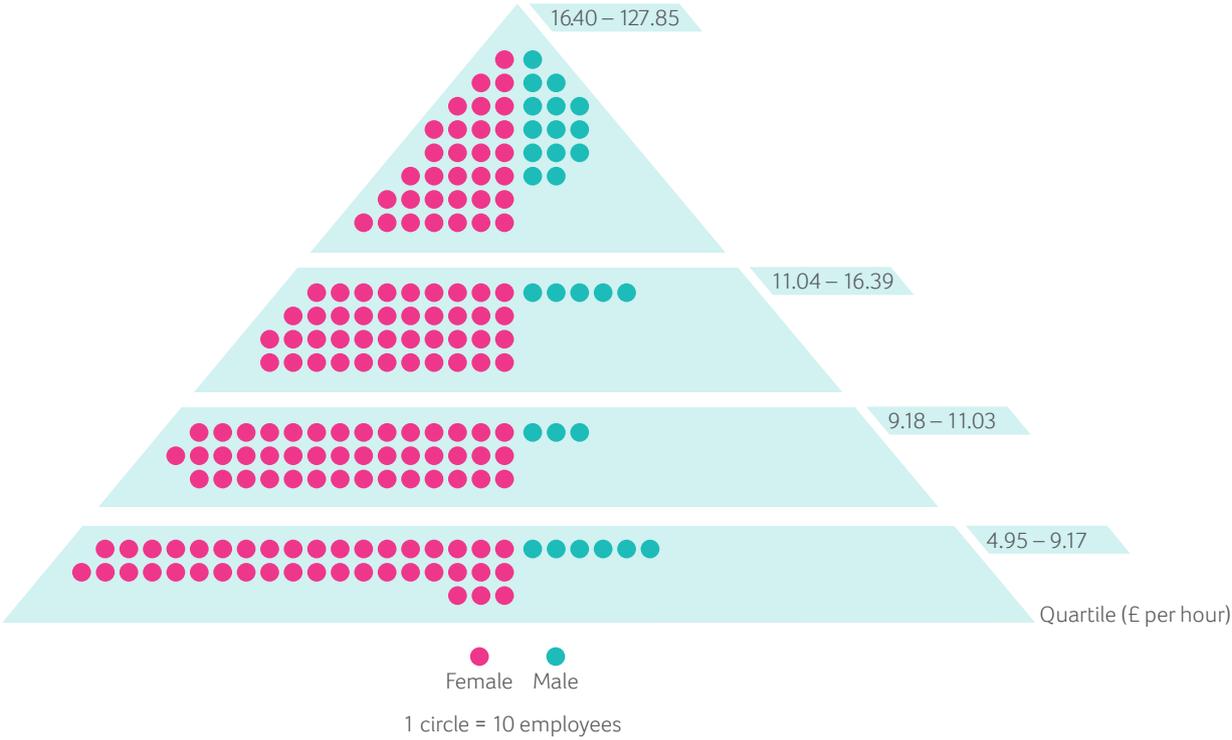
2019 Analysis

Our analysis shows the following results, calculated in line with mandatory requirements:

The overall difference between men's and women's earnings is **26.6%** (mean) or **36.3%** (median) based on hourly rates of pay at the snapshot date of 2019. Research suggests that fewer men in the lower pay quartiles drive the gender pay gap. We are proud to share that our female employees are well represented across all pay quartiles and we are encouraged to see that our median pay gap has reduced by **1.9%** since April 2018.

We are continually reviewing our recruitment processes, language and imagery used to ensure that there is no bias, which may be unconsciously attracting more women for the advertised vacancies across all quartiles.

Pay quartiles



The reporting process requires us to split our workforce into four equal quarters and report the proportion of males and females in each of these segments:

Pay Quartile	Females	Males	Pay Gap	2018
Split of employees + %	85%	15%	26.6%	28.5%
Lower	87%	13%	-1.9%	-3.4%
Lower middle	94%	6%	-1.6%	-1.3%
Upper middle	90%	10%	4.7%	6.5%
Upper	70%	30%	7.4%	7.9%

PDSA employs a large percentage of females – 85% of the total people employed. The table above shows that when we compare the pay at each of the quartiles, average pay for males and females is more aligned and our pay gaps closer. It is lower than the national average of **17.3%** across all the quartiles and in fact within the lower and lower middle quartiles females are paid more than males. Our overall **26.6%** pay gap is driven by the fact that the distribution of males within the organisation is unbalanced, with only **32.23%** of males working within the lower and lower middle quartiles – this drives up our mean pay for males. Conversely, we have a strong representation of females at every level of the organisation, which results in a more balanced but lower mean pay for females.

We continue to promote where possible, a healthy work-life balance with the introduction of flexible hours, working from home and holiday trading.

We have an enhanced maternity and paternity package.

Bonus payments

During the reporting period no bonus payments were made to our employees.

Our Commitment

We are confident that men and women are paid equally for doing equivalent jobs across our organisation as we have a clear and robust job evaluation system that focuses on the job not the jobholder.

We remain committed to addressing our gender pay gap by continuing to:

- Review our recruitment methods and training, to ensure no unconscious bias is being applied to roles within the lower quartiles.
- Focus on areas in the organisation where the gender pay gap is highest
- Understand our gender pay gap in the wider context of the sectors from which we recruit.

I confirm that PDSA's gender pay gap calculations are accurate and meet the requirements of the Regulations.

A handwritten signature in black ink, appearing to read 'Jan' with a stylized flourish.

Jan McLoughlin | Director General