

# Gender pay gap report 2018



# Introduction & Reporting Requirements

In 2017, the Government introduced gender pay reporting legislation which requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

ZSL continues to be committed to driving a diverse workforce and promoting gender equality. We do this through promoting a culture of inclusion and diversity through our policies, procedures and working practices.

The results of our second gender pay gap report show that the overall gender pay gap has reduced significantly over the last 12 months to 0.1% compared to 6.2% in 2017. We do however recognise that in order to maintain this as a long-term change we need to continue to be committed to promoting inclusive behaviours including the recruitment and promotion of women in senior roles.

In our first gender pay report, published in March 2018, we set out specific initiatives we were taking to help close the gap. These are still in place, but we recognise there is still more to do. The new action plan sets out a clear plan to address barriers women may face in the workforce.

All UK-based staff employed by ZSL at the snapshot date, April 2018 are included in the calculations.

Gender pay gap is different to equal pay. Equal pay is about differences in the actual earnings of men and women doing equal work.





## ZSL Demographics

The gender split in the ZSL is shown below. The number of women employed by ZSL outweighs the number of men with 59% of staff being female and 41% being male.

**Female**  
**444**

**Male**  
**310**

**TOTAL UK EMPLOYEES: 754**

# Salary Gender Pay Gap at ZSL

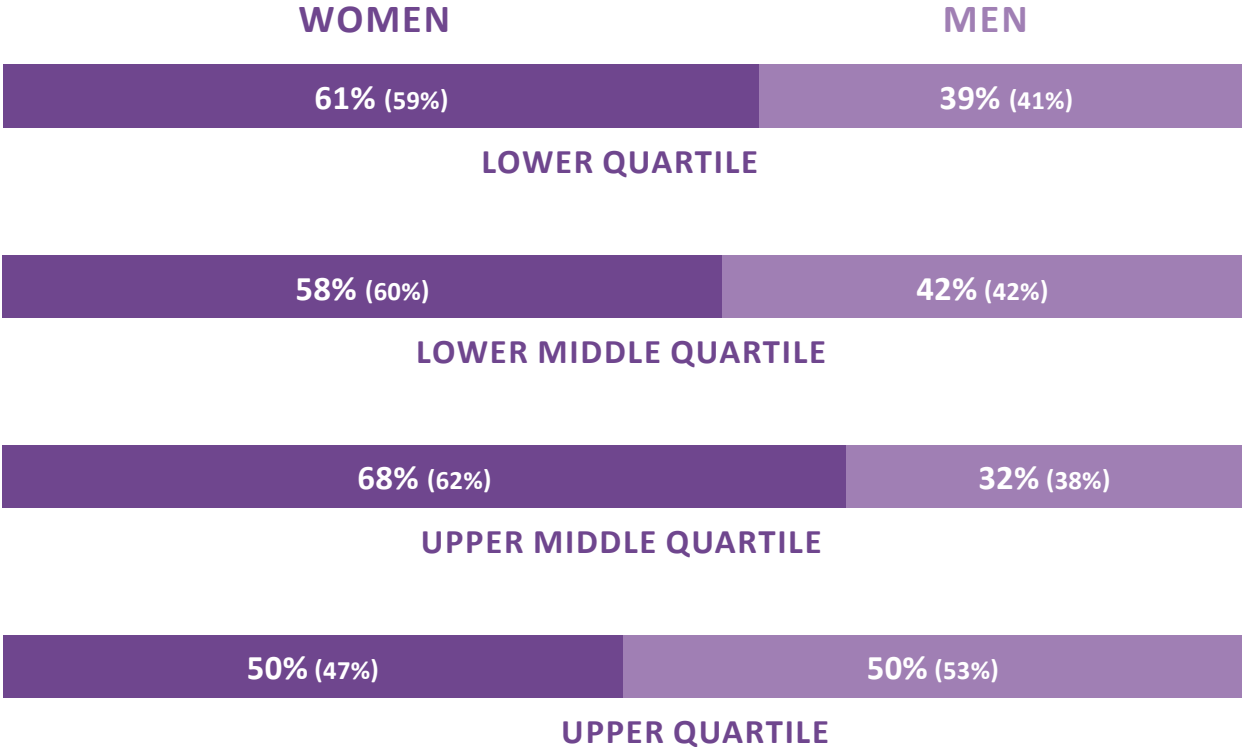
This table shows the overall median and mean gender pay and bonus gap based on hourly rates of pay as of the 5 April 2018, and bonuses paid in the year to 5 April 2018.

ZSL's 2018 median gender pay gap is 0.1%, this is a significant reduction from 6.2% in 2017. This also compares favourably to the UK median pay gap of 17.9% (source: Office for National Statistics).

The difference in the median bonuses received by men and women is zero. On average, women received bonuses that were 36.7% larger than the bonuses received by men. This is explained further over the page.

	MEDIAN	MEAN
GENDER PAY GAP	0.1%	10.1%
GENDER BONUS GAP	0%	-36.7%

Proportions of men and women in each pay quartile (based on hourly rates at 5 April 2018), 2017 figures are in brackets.



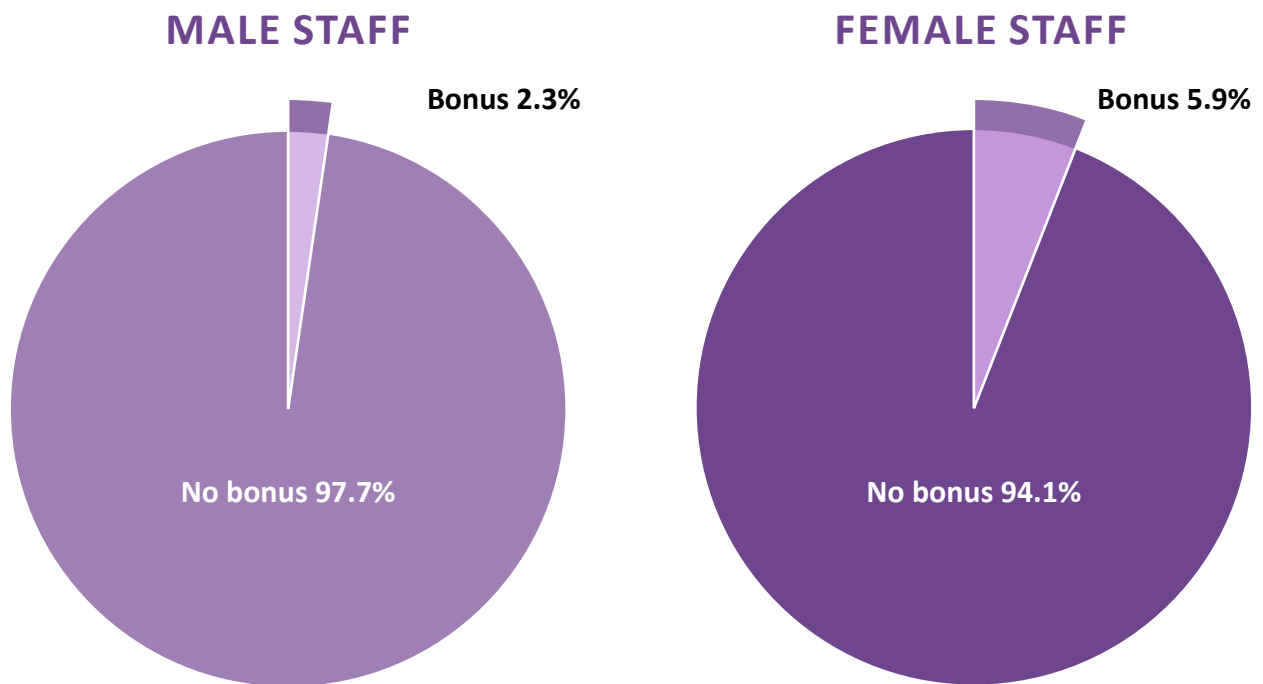
These figures tell us that our gender pay gap has reduced because there is an increased proportion of women in the upper middle and upper pay quartile compared to 2017: in 2018, women made up 59 per cent of the total UK workforce, compared to 68 per cent of the upper middle paid quartile and 50 per cent of the highest paid quartile.

There is still work to be done to ensure that senior level representation of women in the upper pay quartile is consistent with the overall demographics of the workforce which is 59%.



## Bonus Gender Pay Gap at ZSL

The percentage of men and women receiving a bonus payment from April 2017 to April 2018:



The difference in the median bonuses received by men and women is zero. On average, women received bonuses that were 36.7% larger than the bonuses received by men. This difference was driven by relatively large bonuses paid to two senior women; if these bonuses were to be excluded from the analysis, the average difference in the bonuses received would be 5.8% higher for men than women.

# How we will tackle our gender pay gap

In our first gender pay report published in March 2018, we set out a plan to help address the pay gap. Over the past year we have been focussing on developing an inclusive culture and encouraging our managers to promote inclusive behaviours.

For example, all staff have been on half day 'Dignity and Respect at ZSL' session which identifies what we can do as individuals, colleagues and managers to ensure expectations are set and met around the standards of professional behaviour and attitudes we demonstrate.

The results of our second gender pay gap report show that the overall gender pay gap has reduced significantly over the last 12 months to 0.1%. We do however recognise that in order to maintain this as a long-term change we need to continue to be committed to promoting inclusive behaviours such as the recruitment and promotion of women in senior roles.

The actions from our first gender pay report are still in place and we will continue to work on these as well as some new initiatives to make ZSL a great place to work for everyone.



# How we will tackle our gender pay gap

What we've achieved so far	What we will be doing
<p>We have been continuing to work towards making shortlisting and interview panels gender balanced as in our Institute of Zoology Department. All recruiting managers receive unconscious bias guidance either through training or written information; we strive to implement gender neutral practices in our recruitment process including ensuring job adverts have gender neutral language and using a variety of marketing sources.</p>	<p>We will monitor the number of applications compared to interviews and offers to check for any bias. This will enable us to identify any potential issues to act on.</p>
<p>We have actively encouraged and promoted female participation in our management programmes; we continue to ensure that the proportion of women attending these courses are in line with the proportion of women found in our workforce. 80% of people promoted between April 2017 and March 2018 were women.</p>	<p>We will help women progress in their careers through ensuring they have the skills and confidence to do so. We will do this by looking into the barriers to progress and implementing appropriate support to women to encourage their participation and development.</p>
<p>We offer generous, enhanced maternity leave provision with active steps to encourage and facilitate women returning to work; we have implemented a new carers and emergency leave policy to help support staff with caring responsibilities. This is reflected in our return to work rate which is 88% of women taking maternity leave between April 2017 and March 2018 returning.</p>	<p>We will continue to review how we can further support parents returning to work after maternity, parental, adoption or other long term leave to ensure they have the confidence and skills to manage their responsibilities and progress their careers. This will include a new back to work parents support network.</p>
	<p>We will continue to monitor diversity and inclusion by age, ethnicity and gender to identify trends in our workforce. We will do this by looking at new recruits, promotions, and progressions and leavers, by grade, location and Directorate. This will help us to continue to identify barriers and take appropriate actions.</p>
<p>We have assessed performance ratings annually to check for bias in the allocation of ratings against age, ethnicity and gender. This will enable us to identify potentially needed actions.</p>	<p>We will assess performance ratings annually to check for bias in the allocation of ratings against age, ethnicity and gender. This will enable us to identify potentially needed actions.</p>

# Communicating ZSL's Gender Pay Gap

Legislation requires us to publish the report on both the government's gender pay reporting website as well as our website so it is accessible to both employees and the public.

In addition, we will communicate and explain the results to employees via a ZSL Life briefing with HR contact details for any questions staff may have.

