

**Gender  
pay gap  
report  
2017**





# INTRODUCTION & REPORTING REQUIREMENTS

Gender pay reporting legislation requires employers with 250 or more employees on the snapshot date (5 April 2017) to publish statutory calculations every year showing how large the pay gap is between their male and female employees.

Gender pay is important to ZSL, over the last 12 months we have done a number of things to try and reduce the risk of a gender pay gap. These are detailed at the end of the report. Our aim at ZSL is for everyone to have equal career opportunities regardless of gender or their life outside work.

## THIS REPORT INCLUDES 6 CALCULATIONS:

1. average gender pay gap as a mean average.
2. average gender pay gap as a median average.
3. average bonus gender pay gap as a mean average.
4. average bonus gender pay gap as a median average.
5. proportion of males receiving a bonus payment and proportion of females receiving a bonus payment.
6. proportion of males and females when divided into four groups ordered from lowest to highest pay.

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

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

This report sets our results in the year to April 2017 together with the initiatives we have undertaken, and will undertake, to close our gender pay gap.

# ZSL DEMOGRAPHICS



The gender split in ZSL is shown below.

The number of women employed by ZSL outweighs the number of men with 57% of staff being female and 43% being male.



**TOTAL UK EMPLOYEES: 804**

# 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 5th April 2017, and bonuses paid in the year to 5 April 2017.

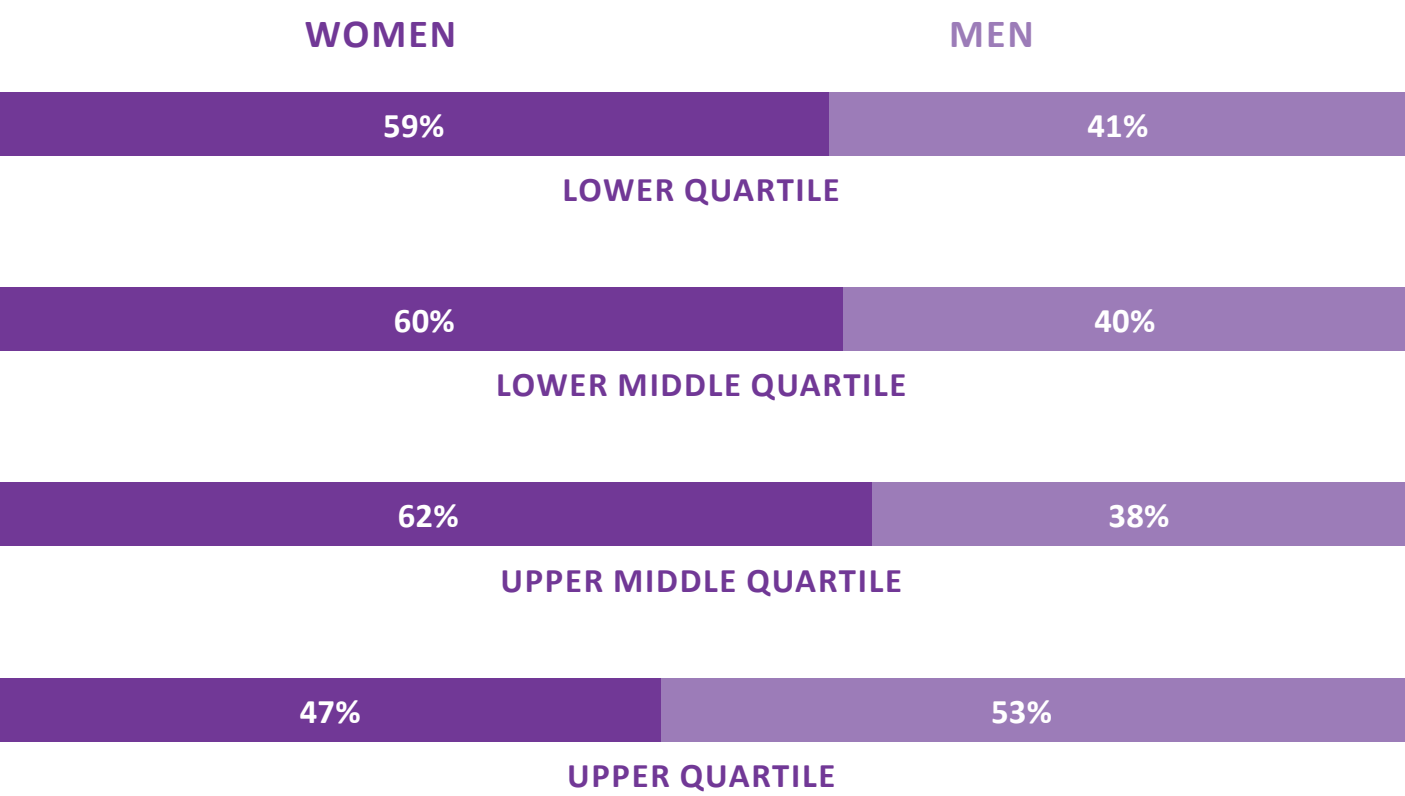
ZSL's median gender pay gap of 6.2% compares favourably to the UK median pay gap of 18.1% (source: Office for National Statistics).

	MEDIAN	MEAN
GENDER PAY GAP	6.2%	11.2%
GENDER BONUS GAP	0%	22%

Proportions of men and women in each pay quartile (based on hourly rate at 5 April 2017)

These figures tells us that our gender pay gap has arisen because there are a lower

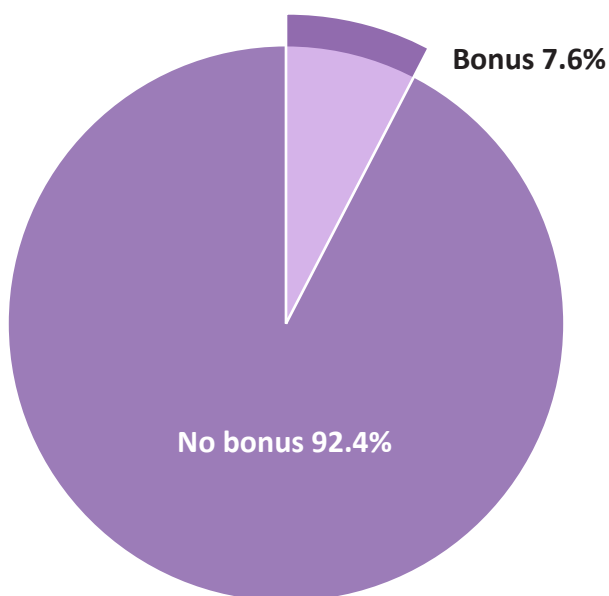
proportion of women in the upper pay quartile compared to the lower quartiles: women make up 57 per cent of the workforce, but they make up 59 per cent of the lowest paid quartile and 47 per cent of the highest paid quartile.



# BONUS GENDER PAY GAP AT ZSL

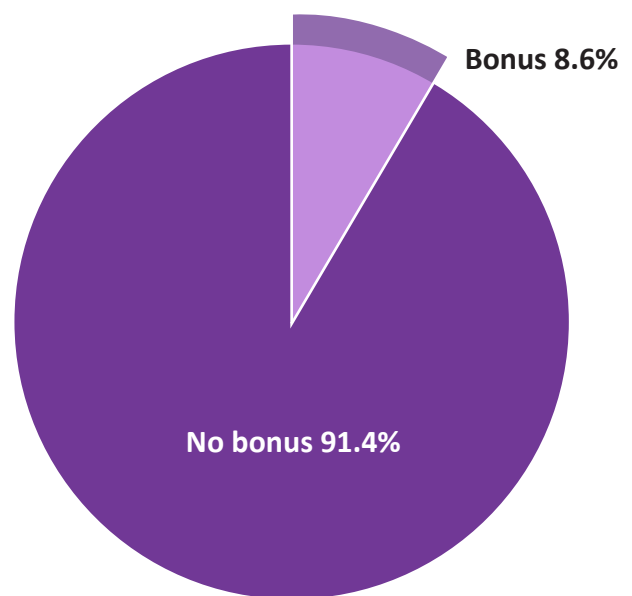
The percentage of men and women receiving a bonus payment from April 2016 to April 2017:

**MALE STAFF**



Overall, the proportions of male and female employees receiving bonuses are very similar, with a gap of only one percent. The difference in the median bonuses received by men and women is zero. On average, men received a bonus that was 22% larger than the bonuses

**FEMALE STAFF**



received by women. This difference was driven by one relatively large bonus paid to a man; if this bonus was to be excluded from the analysis, the average difference in the bonuses received by men and women would only reach 1.5%.

# HOW WE WILL TACKLE OUR GENDER PAY GAP

We are committed to reducing our gender pay gap which is created by the greater proportion of men than women found in senior roles. We have been working on initiatives to address this, and we are planning additional actions to reduce it further:

What we've achieved so far	What we will be doing
We are ensuring all recruiting managers receive unconscious bias training; we strive to implement gender neutral practices in our recruitment process including ensuring job adverts have gender neutral language and use a variety of marketing sources.	We are working towards making shortlisting and interview panels gender balanced in our Institute of Zoology Department; this approach will be rolled out across ZSL.
50% of participants on our advanced management course were female.	We will actively encourage and promote female participation in both our leadership and management programmes; we will ensure that the proportion of women attending these courses is in line with the proportion of women found in our workforce.
We offer generous, enhanced maternity leave provision with active steps to encourage and facilitate women returning to work; these steps include the implementation of a Fellowship Programme for grant funded Science staff.	We will 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. We will then action ZSL-relevant initiatives.
We have developed flexible working options to enable women returning from maternity leave to balance family and work commitments.	We will 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 identify barriers and take appropriate actions.
	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 any potential actions needed.