ats Protection believes that all employees should be treated fairly and equally. Pay bands are agreed using a clear scoring system to ensure that equal pay is received for equal work.

Of course, Cats Protection is always asking the question 'Can we do better?' The legal requirement to report on our gender pay gap gives us a further opportunity to focus on that question with regard to pay and gender.

# What our 2019 report shows

Our gender pay gap has shrunk on both our mean and median data. Since 2017 we have reduced our mean gender pay gap by 8.7% and our median gender pay gap by 14%. This is good news. There is still plenty that we can do because we continue to return results that show that Cats Protection has a higher percentage of males in the upper quartile (and therefore in higher paid roles) than in the other three quartiles.

# Our bonus gap

In 2018 Cats Protection paid an annual Christmas bonus of £100 net of tax. This means that each individual's bonus was grossed up to ensure that they received £100 in their pocket. Although this appears to be an equal reward, the fact that more males are in the higher earners bracket means that their bonuses were grossed up further, thus creating the 3.3% bonus gap, an improvement of 0.4% on 2017. We expect this gap to close significantly this year following a change to the bonus payment last Christmas.

## Can we do better?

Our gender pay gap is not a pay issue but due to the fact that males and females are not represented equally across our roles, we continue to look at ways to improve our results.

In 2019 we carried out some in-depth analysis of our results to try to understand what other actions we can take. In 2020 we want to use the results of that analysis to continue to shrink the gap and so we are aiming to:

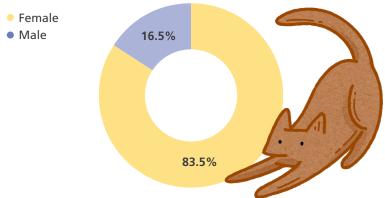
- take the subject of reward and recognition to our newly formed Employee Forum and listen to what our employees have to say while ensuring that any changes that come out of our discussions do not adversely impact women
- look more closely at women returning from maternity leave to see if there is a detrimental impact on their career prospects within Cats Protection
- get better at helping recruiting managers to think about different ways that roles can be filled, ie parttime, job share or other more creative ways of flexible working including more options for men that would allow equal parenting
- continue to monitor and review the impact of our pay policies across the organisation

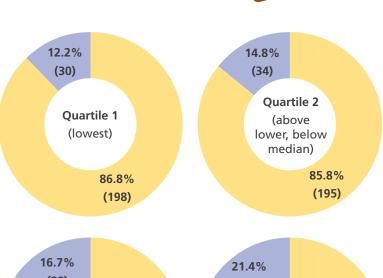


# Cats Protection gender pay gap data



### **Gender make-up at Cats Protection**





16.7% (38)	21.4% (49)
Quartile 3 (above median, below lower)  83.3% (190)	Quartile 4 (above upper)  78.6% (180)

Our gender pay gap (hourly rate)		
	Mean	Median
Female	£13.61	£10.40
Male	£15.12	£11.76
Pay gap	10% or £1.51	11.6% or £1.36

Our gender bonus gap		
Mean	Median	
3.3% or £4.94	0%	

Based on analysis of 914 employees