

WWF-UK  
GENDER AND ETHNICITY  
PAY GAP

REPORT 2023



## BACKGROUND

This is the 2023 Gender and Ethnicity Pay Gap report for WWF-UK. The pay gap information in this report is based on a snapshot of WWF-UK data as at 5 April 2023. The data has been checked independently for accuracy.

The report includes 481 full pay relevant employees; 26 employees were excluded from the report as irrelevant employees, as set out in the guidance for gender pay gap reporting.

## LANGUAGE

Despite being called the 'gender pay gap', this report is based on the binary definition of sex (which is assigned at birth – female and male) rather than gender (which is typically determined and expressed in terms of how people act, dress or behave). Regulations require us to report in this way and categorise employees as either female or male, as stated on their legal documents. Please note, we acknowledge that some individuals may not identify with either gender mentioned in this report.

## WHAT IS THE GENDER PAY GAP?

The gender pay gap looks at the difference between the average hourly earnings of all the male employees and all the female employees in an organisation, regardless of the nature of their work.

It's not the same as equal pay, which is about comparing the pay of male employees and female employees carrying out the same or comparable jobs.

## WHAT IS THE ETHNICITY PAY GAP?

The ethnicity pay gap measures the difference in average pay between our ethnic minority and white staff regardless of the work they perform. We are voluntarily publishing data which highlights the pay gap with our ethnic minority colleagues, as part of our commitment to diversity and inclusion.

## WHAT CAUSES THE GENDER PAY GAP?

The causes of the gender pay gap are complex, but one of the main reasons in our society is that male employees are still more likely to be in high paying senior roles. Female employees are more likely to be in occupations that offer less financial reward and in lower paying sectors of our economy. Female employees are also more likely than male employees to be employed in part-time roles, which are often lower paid.



# OUR RESULTS 2023

## GENDER PAY GAP

We've compared both the mean (average) and median (mid-point) in the hourly rate we paid to female and male employees on 5 April 2023. WWF-UK has a workforce that is 71% female and 29% male.

Our male employees receive 9% higher average (mean) hourly pay than our female employees (9.8% median). The Office for National Statistics Annual Survey of Hours and Earnings (ONS) Report October 2022 states that the national median gender pay gap was 14.3%.

The rate of improvement in our gender pay gap has slowed in the period April 2022 to April 2023, partly because there were strict recruitment controls leading up to the calculation date. Career progression was also affected as the organisation responded to difficult economic circumstances.

## GENDER PAY GAP

	ONS	2023	2022	2021	2020
MEAN	14.3%	9.0%	8.0%	12.2%	12.8%
MEDIAN		9.8%	10.7%	12.5%	12.2%

## GENDER BONUS GAP

We've also compared the mean and median 'one-off' pay awards we made to male and female employees in the 12 months to April 2023.

We give these awards to a few employees: our pay policy allows us to give small awards to individuals who have delivered at a particularly high level or who have delivered a special project above and beyond expectations.

In the year to April 2023, 153 employees received a pay award: 122 female and 31 male employees, with a 25.9% mean bonus gap. The median bonus gap was 0%.

## GENDER BONUS PAY GAP

	2023	2022	2021	2020
MEAN	25.9%	59.0%	54.0%	-102.2%
MEDIAN	0.0%	82.5%	54.0%	-45.3%

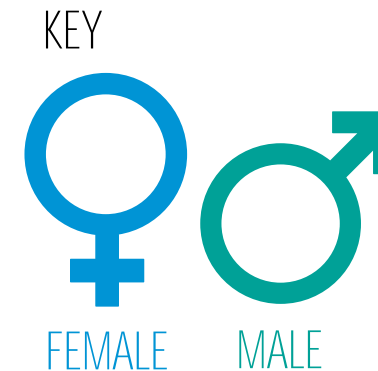
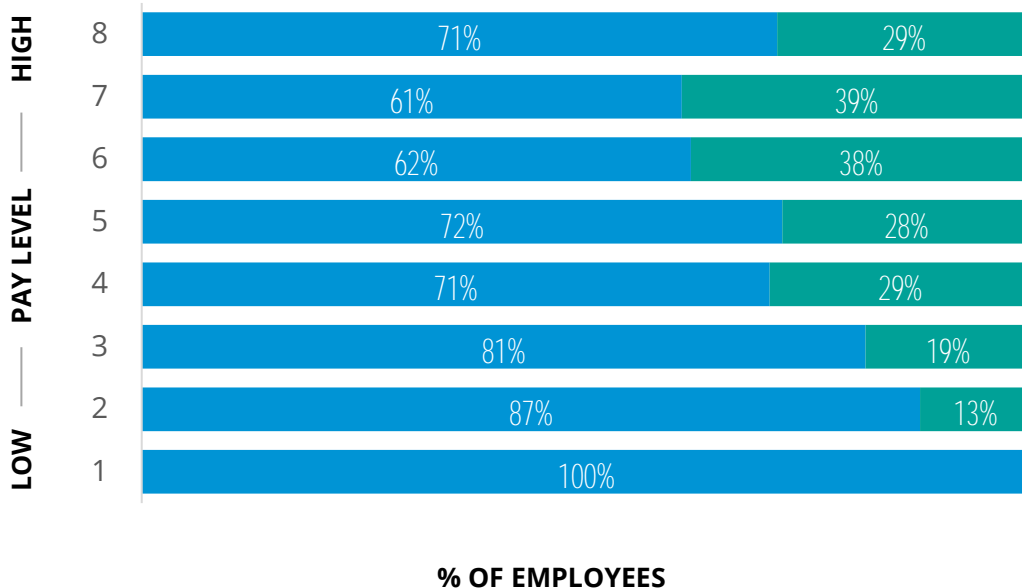
# WHAT THE GENDER PAY GAP RESULTS TELL US

Our gender pay gap continues to be created by the proportion of males and females employed at the different levels in our organisation.

Our more junior roles – our 'career start' positions – are predominantly held by female employees, with more male employees in our more senior level roles. This is illustrated in the diagram below, which shows the gender breakdown for each of our grades.

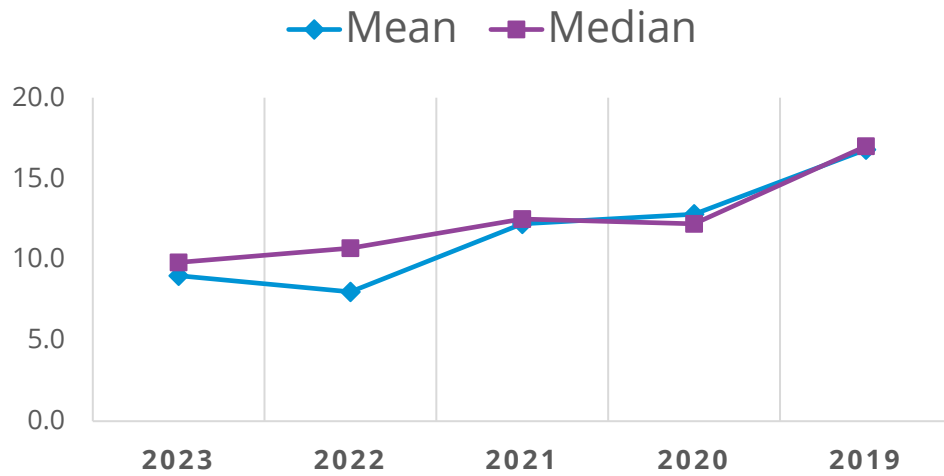
WWF-UK has a female chief executive and an executive team (grade 8) which is nearly three quarters female (including a post held by two females doing a job share).

## FEMALE AND MALE RATIO BY GRADE

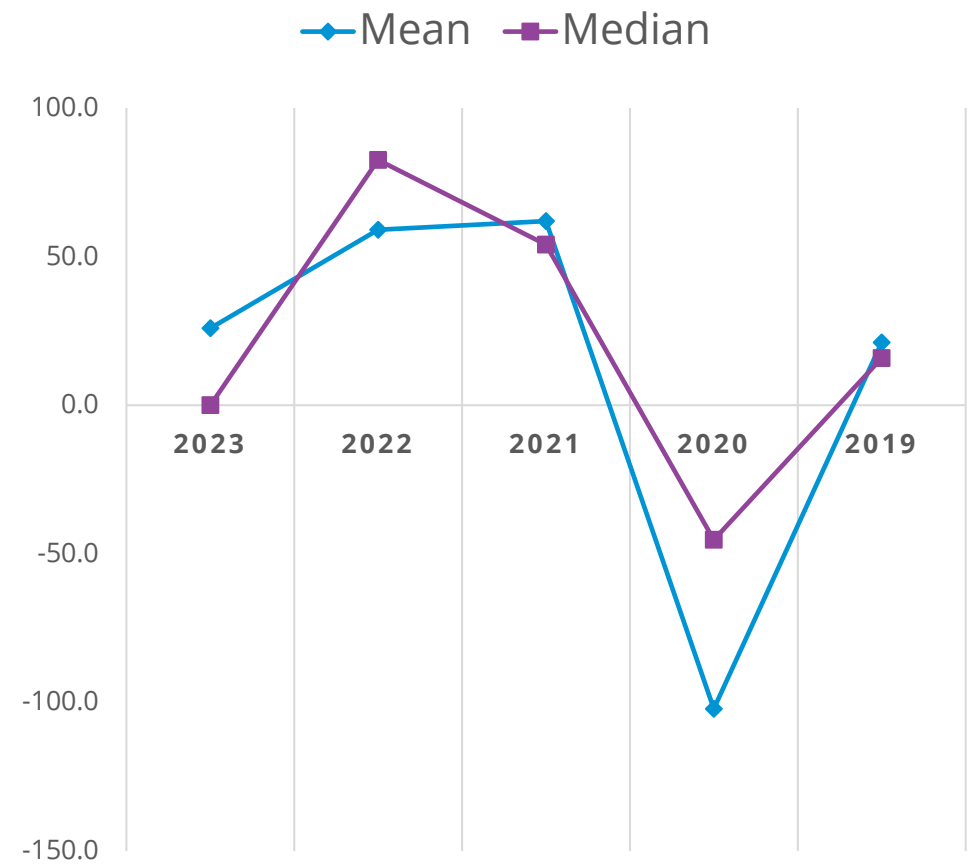


# WHAT THE GENDER PAY GAP RESULTS TELL US

## GENDER PAY GAP



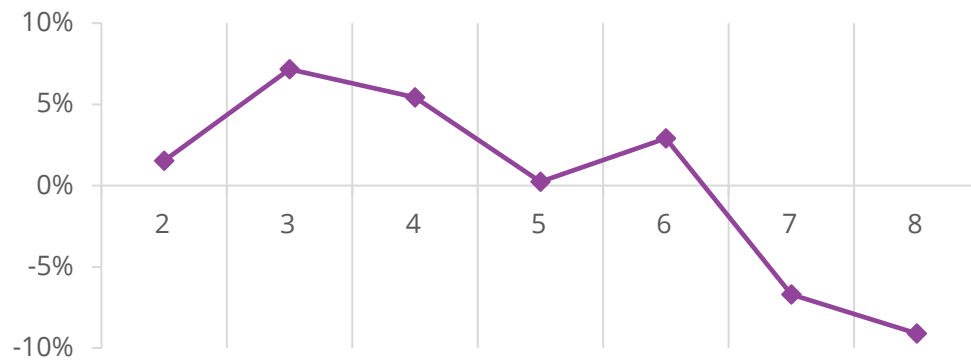
## GENDER BONUS PAY GAP



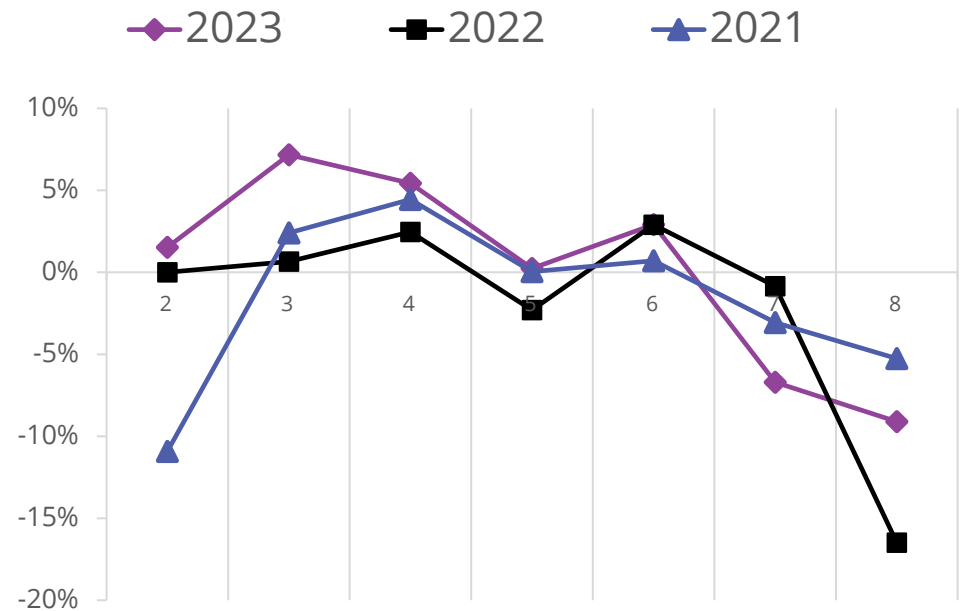
# WHAT THE GENDER PAY GAP RESULTS TELL US

## MEDIAN GENDER PAY GAP BY GRADE

2023



2021-23

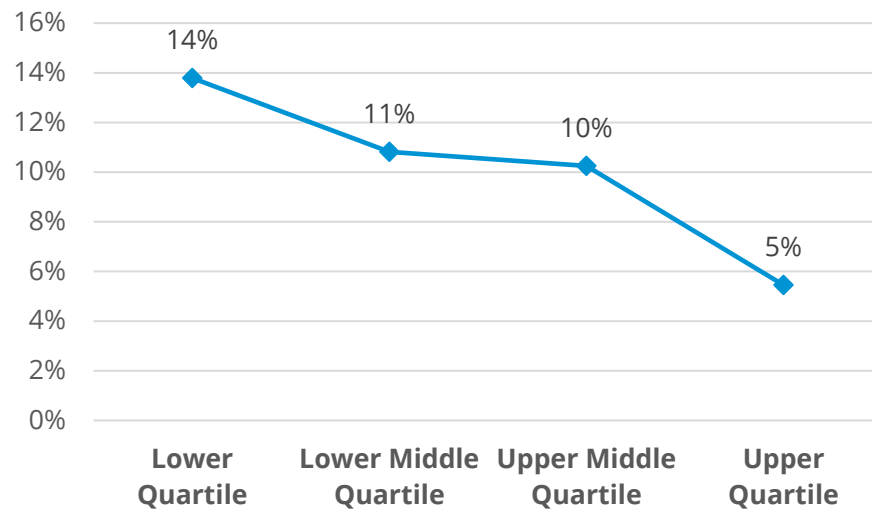


# MEAN GENDER PAY GAP BY QUARTILE

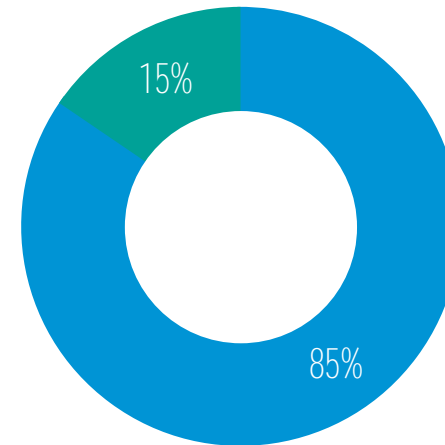
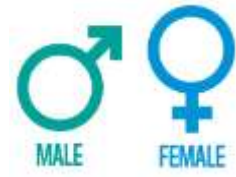
The pay quartiles shown opposite are calculated by listing the rates of pay for every employee from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

Overall, we have fewer male employees in our lower pay quartiles, in our 'early career' roles, with the proportion of male employees increasing as pay increases. This gender imbalance contributes significantly to our gender pay gap.

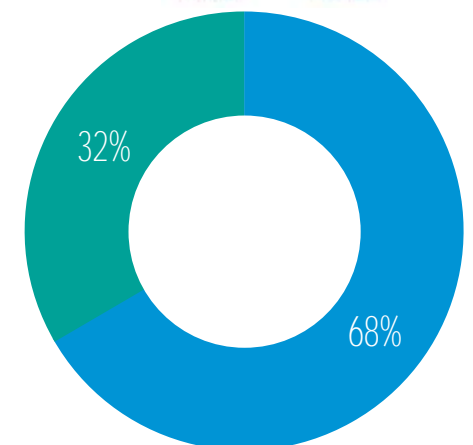
## MEAN GENDER PAY GAP BY PAY QUARTILE



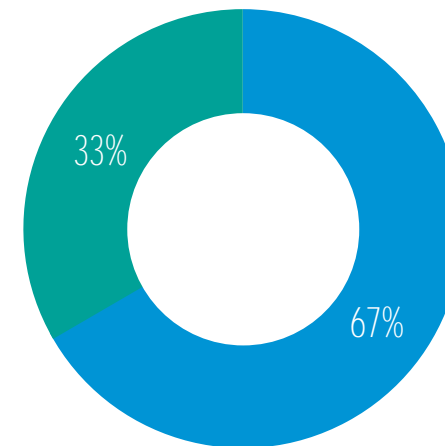
## GENDER PROFILE BY PAY QUARTILE



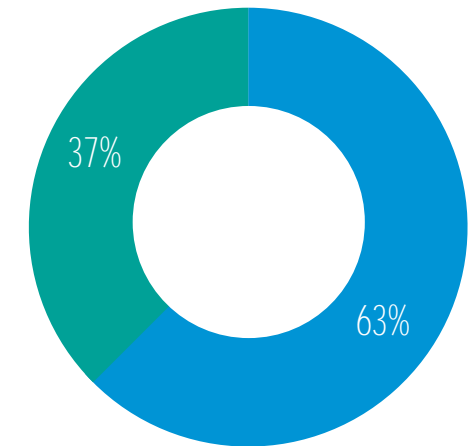
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



UPPER QUARTILE

# OUR ETHNICITY PAY GAP RESULTS 2023

The ethnicity pay gap shows the difference in pay between employees from ethnic minority backgrounds in the workforce, compared to white employees.

The RACE Report (participants from charities working on environmental and conservation issues), recorded approximately 7% of the workforce in the sector are people of colour and ethnic minority groups. At WWF-UK, we reported 11%.

We have been calculating our ethnicity pay gap for the last three years. This is part of our ongoing commitment to be a more diverse and inclusive organisation and to understand and address factors that create inequity between different groups. This is a long-term commitment that requires more insight and action planning and on which we are prioritising our efforts.

## ETHNICITY PAY GAP

	ONS	2023	2022	2021
MEAN	6.0%	*8.9%	*8.3%	*12.0%
MEDIAN		10.0%	2.9%	6.0%

## ETHNICITY BONUS PAY GAP

	2023	2022	2021
MEAN	-1.0%	35.0%	27.0%
MEDIAN	0.0%	-100.0%	17.0%

\* Estimated figures based on ONS data

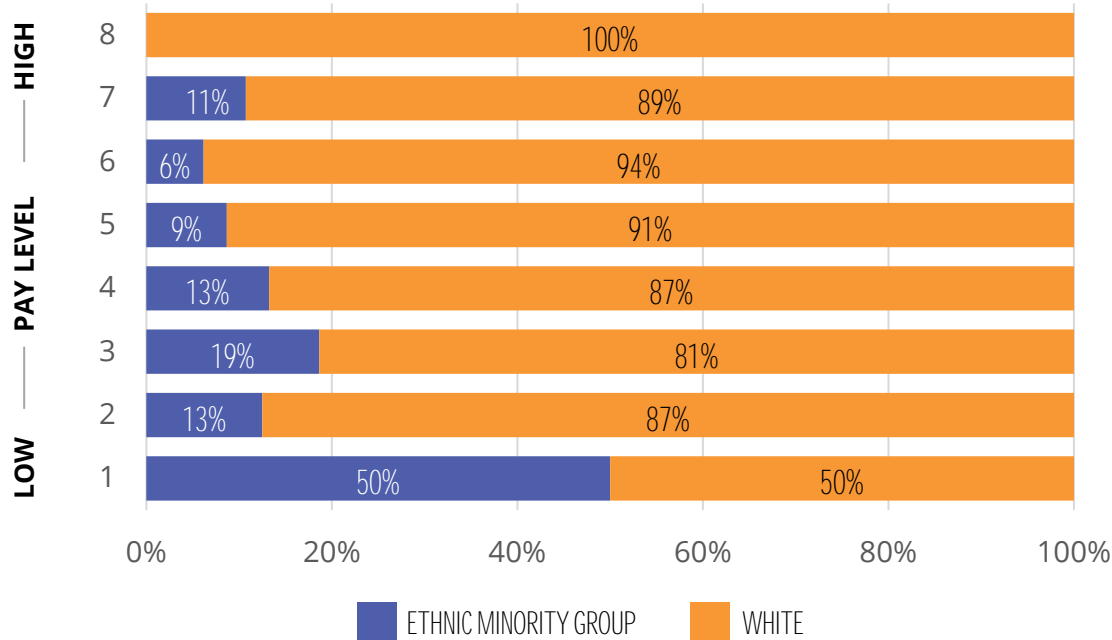




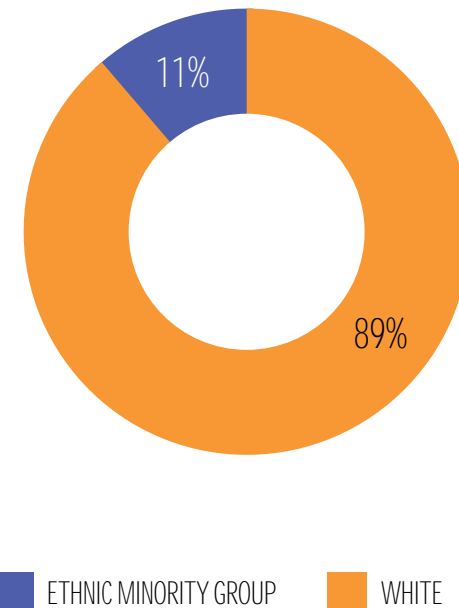
# WHAT THE ETHNICITY PAY GAP RESULTS TELL US

Our ethnicity pay gap is created by the proportion of our ethnic minority employees predominantly employed in the more junior positions in our organisation. This is illustrated below, showing the ethnicity breakdown in each of our grades. Currently we have no ethnic minority representation in our executive team.

## ETHNICITY RATIO BY GRADE



## ETHNICITY PROFILE 2023

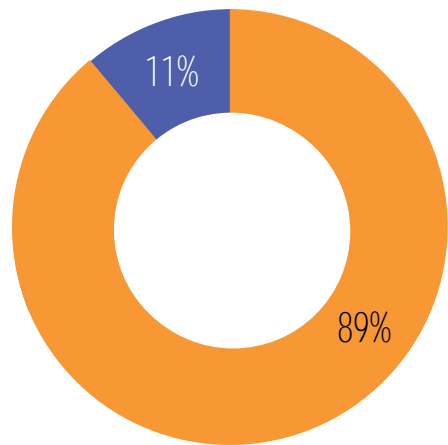


# MEAN ETHNICITY PAY GAP BY QUARTILE

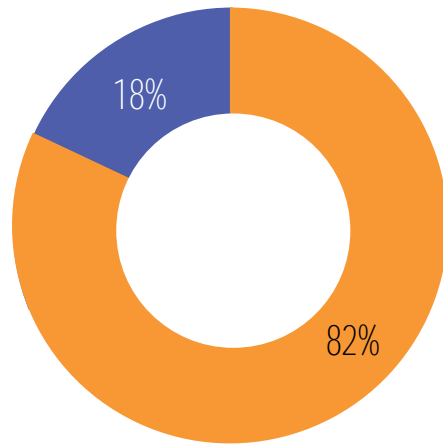
The pay quartiles shown below are calculated by listing the rates of pay for every employee from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of ethnic minority and white employees in each.

Overall, we have a higher ratio of ethnic minority employees in our lower pay quartile – in our ‘early career’ roles – with the proportion of ethnic minority employees decreasing as pay increases. This ethnicity imbalance contributes to our ethnicity pay gap.

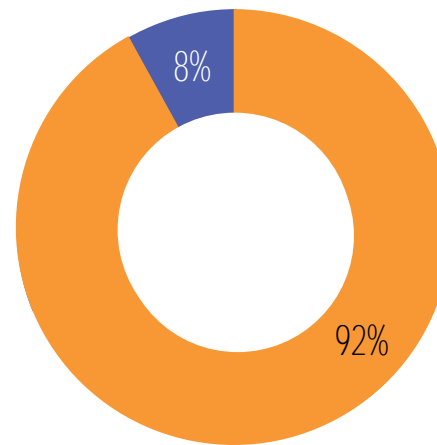
## ETHNICITY BY PAY QUARTILE



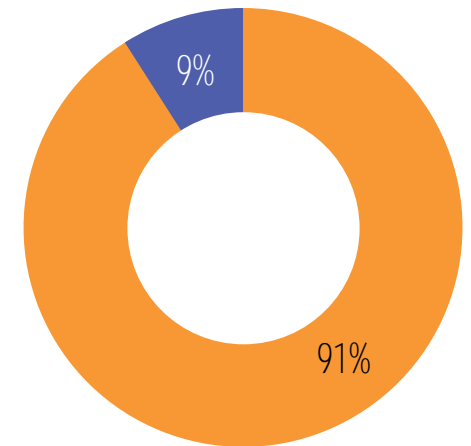
LOWER QUARTILE



LOWER MIDDLE QUARTILE



UPPER MIDDLE QUARTILE



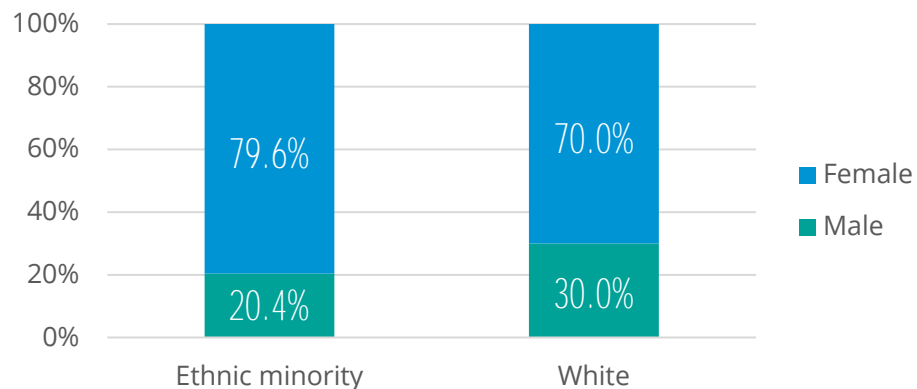
UPPER QUARTILE

■ ETHNIC MINORITY GROUP  
 ■ WHITE

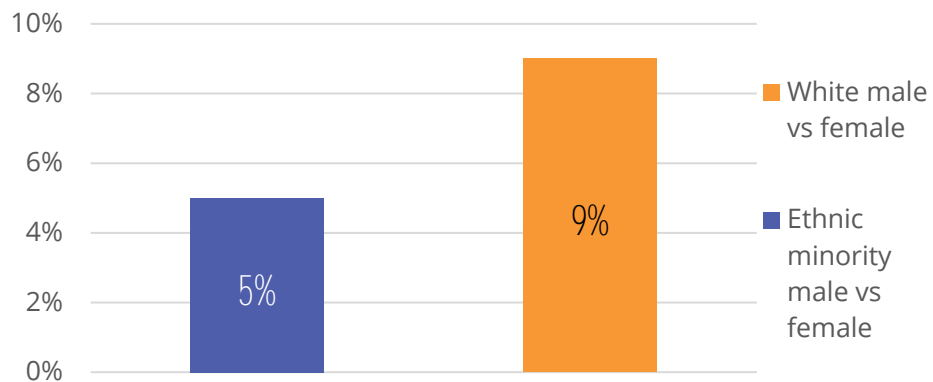


# MEAN ETHNICITY PAY GAP BY GENDER

## ETHNICITY PROFILE BY GENDER

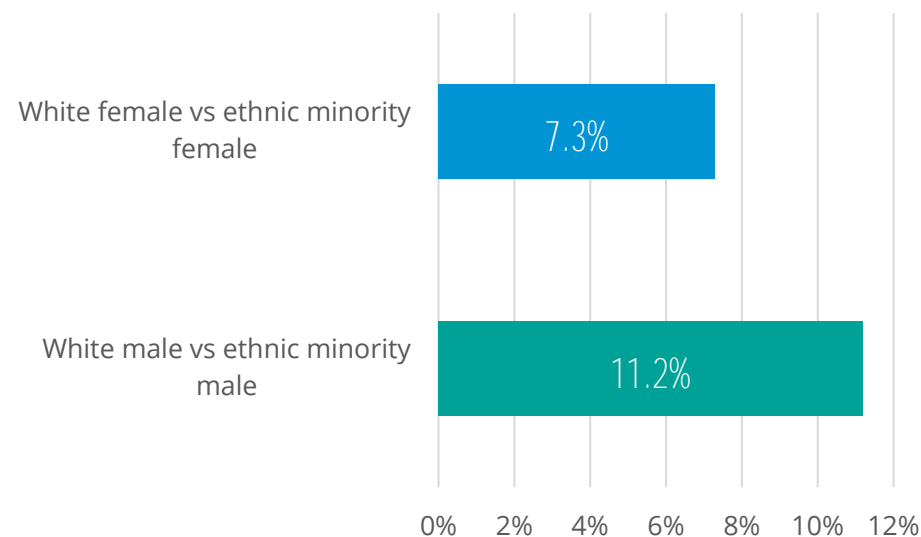


## MEAN GENDER PAY GAP BY ETHNICITY



Our ethnic minority male employees earn 5% more than our ethnic minority female employees, while white male employees earn 9% more than our white female employees.

## MEAN ETHNICITY PAY GAP BY GENDER

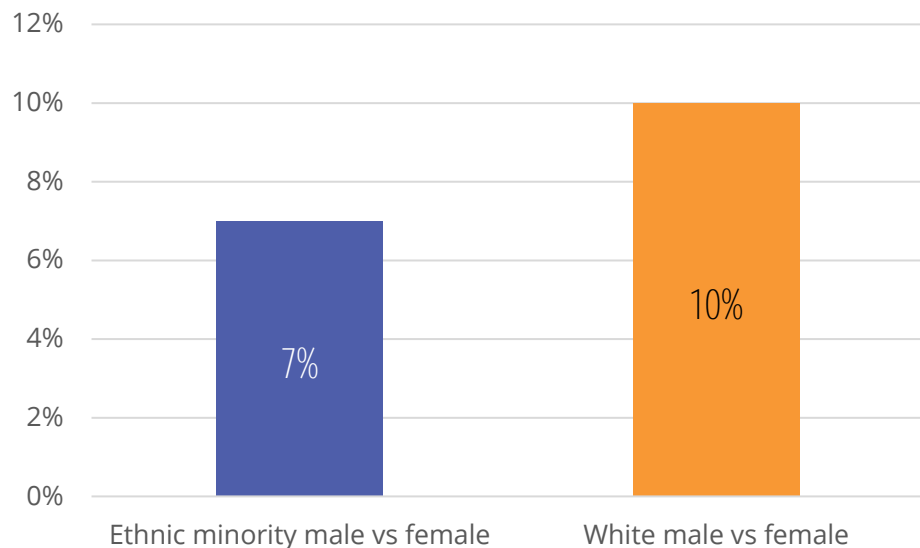


Our ethnic minority male employees earn 11.2% less than white male employees. Our ethnic minority female employees earn 7.3% less than white female employees.



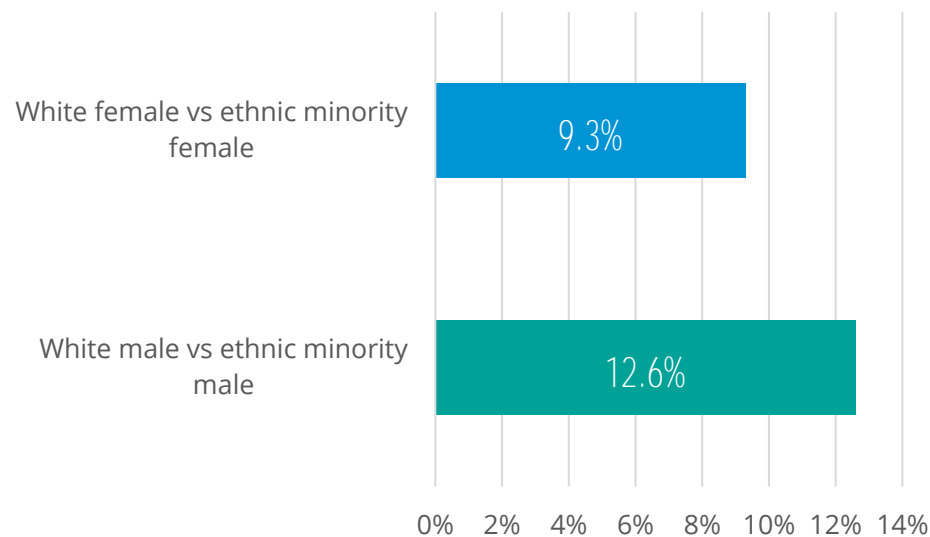
# MEDIAN ETHNICITY PAY GAP BY GENDER

## MEDIAN GENDER PAY GAP BY ETHNICITY



There is a 10% median pay gap between our white male and female employees. There is a 7% median pay gap between our ethnic minority male and female employees.

## MEDIAN ETHNICITY PAY GAP BY GENDER

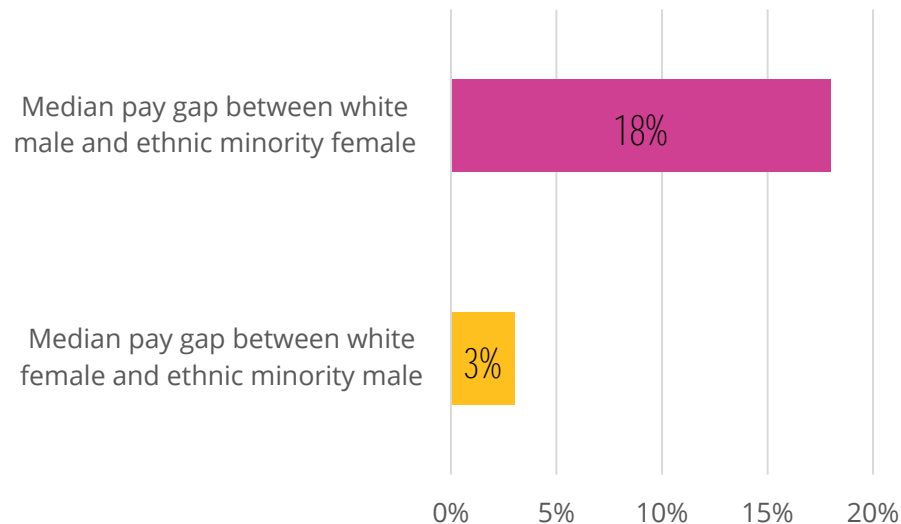


The median pay gap between our white male and ethnic minority male employees is 12.6%. The median pay gap between our white female and ethnic minority female employees is 9.3%.

## MEDIAN AND MEAN ETHNICITY PAY GAP BY GENDER AND ETHNICITY

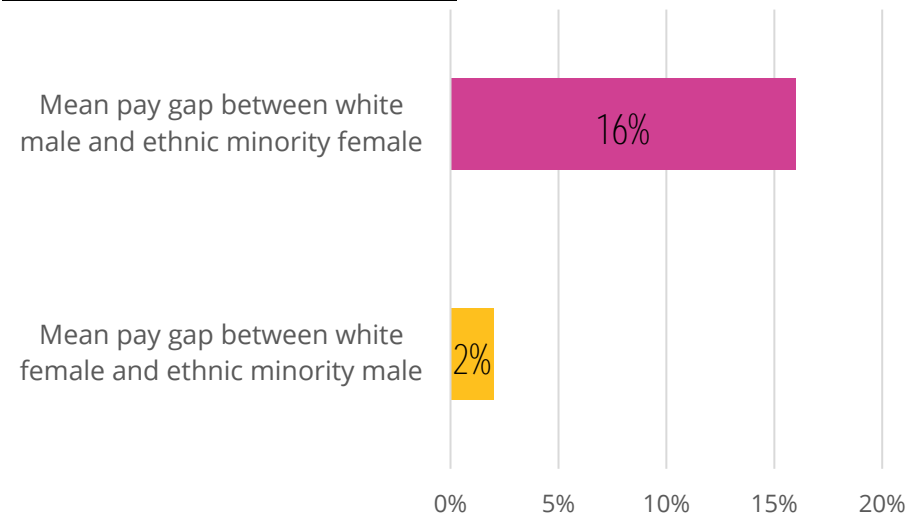
We have undertaken an intersectional analysis across gender and ethnicity to identify the impact of multiple characteristics and how this plays out on pay gaps. We will use this data to direct our work where it will have the most significant impact by both gender and ethnicity. We are expecting this to lead to a significant improvement to both our gender and ethnicity pay gaps.

### MEDIAN PAY GAP BETWEEN MALE AND FEMALE BY ETHNICITY



The median pay gap between our white male and ethnic minority female employees is 18%. The median pay gap between our white female and ethnic minority male employees is only 3%.

### MEAN PAY GAP BETWEEN MALE AND FEMALE BY ETHNICITY



The mean pay gap between our white male and ethnic minority female employees is 16%. The mean pay gap between our white female and ethnic minority male employees is only 2%.

# WHAT WE ARE DOING TO ADDRESS OUR GENDER AND ETHNICITY PAY GAPS



## DIVERSITY CHAMPIONS AND STAFF NETWORKS

With the development of our **Diversity, Equity and Inclusion (DE&I) strategy** we are committed to creating a more inclusive organisation that attracts and retains diverse talent. We want to ensure equality of opportunity for all colleagues and equitable outcomes, whether this is pay, development or progression. So we are committed to minimising gender and ethnicity pay gaps.

Our DE&I Champions and Staff Networks – Colleagues of Colour, Rainbow (LGBTQ+) Pandas – and our Disability Inclusion Network are key stakeholders and partners in our work to address this agenda and to create a truly inclusive environment.



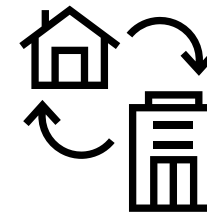
## REWARD AND RECOGNITION

Reward and recognition at WWF-UK is based on the principles of being fair, purpose driven, forward looking and holistic in approach.

Our reward and recognition programme of work currently focuses on three key impact areas: pay, employee benefits, and career development and progression. Addressing all pay gaps is one of our key metrics for our organisational performance.

We are committed to rewarding and developing all staff on equitable and inclusive terms.

We're committed to driving down our gender and ethnicity pay gaps in a sustainable way. We're taking action to ensure WWF-UK is a diverse and inclusive organisation.



## FLEXIBLE AND HYBRID WORKING

We continue to embed our hybrid working model, which has created more inclusive opportunities in respect of when, where and how we work. This is further underpinned by our flexible working policy and our commitment to considering individual, team and organisational needs in our ways of working.

# WHAT WE ARE DOING TO ADDRESS OUR GENDER AND ETHNICITY PAY GAPS



## RECRUITMENT

We have completed a review of our job descriptions, advertisements and selection process and panels. We have refined our diversity statement.

We are taking positive action in recruitment, monitoring and targeting of under-represented groups across the recruitment lifecycle.

We have broadened our use of specialist diversity platforms for advertising, and continue to develop and test more inclusive processes.



## LEARNING, DEVELOPMENT AND CAREER MANAGEMENT

We have implemented a set of leadership standards, aligned with our values, that expect our leaders to role model inspiring behaviours. A new Performance Development Review platform has been procured that supports more meaningful conversation around performance, development and progression. A new competency framework is being implemented to identify individual development areas. These resources will build competence and confidence while supporting wellbeing.

# STATEMENT

This report covers all the eligible employees of WWF-UK, as defined by the reporting requirements, at all levels including our executive team. It shows that the average pay of our male employees continues to be higher than the average pay of our female employees and that our white colleagues are paid more than our colleagues of colour. Our pay gaps are primarily the result of the distribution of male and female and ethnic minority employees within our organisation.

Male employees are under-represented in our career entry and more junior, lower paid roles, while being more evenly represented in our senior, higher paid roles. We are reporting on the ethnicity pay gap for the second year and we are gaining important insight into the data and intersectional issues, which we have also reported for the first time. We will use this information to shape our interventions to minimise gender and ethnicity pay differentials.



**Tanya Steele**  
Chief executive



**Jane Drysdale**  
Executive director of people and culture



**Nagina Kayani**  
Head of diversity, equity and inclusion

We have an ongoing commitment to continue reducing our gender and ethnicity pay gaps. We also want to have more even representation of gender and ethnicity across all levels in our organisation. Through our values-based leadership standards, we will continue to improve diversity, equity and inclusiveness at WWF-UK and require that our leadership team role model inclusion in all aspects of their work. Our aim is to create an inclusive, safe and empowering environment, so our people and our culture thrive, individually and collectively, to help bring our world back to life.

We confirm that the information and data provided are accurate.



For a future  
where people  
& nature thrive  
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