



**WWF-UK
GENDER AND ETHNICITY
PAY GAP**

REPORT 2024



BACKGROUND

This is the 2024 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 2024.

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?

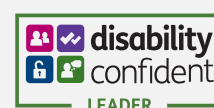
The gender pay gap looks at the difference between the average hourly earnings of all the male and female employees in an organisation, regardless of the nature of their work. It's not the same as equal pay, which is about comparing the pay of male and female employees carrying out the same or comparable 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 that 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 2024

GENDER PAY GAP

We've compared both the mean (average) and median (mid-point) hourly rate we paid to female and male employees as at 5 April 2024. WWF-UK has a workforce that is 68% female and 32% male. Our male employees receive 7.9% higher mean hourly pay than our female employees (7.4% median). The Office for National Statistics (ONS) Annual Survey of Hours and Earnings Report October 2023 states that the national median gender pay gap was 13.1%.

Our gender pay gaps have substantially improved from the previous year's report, despite strict recruitment controls we had to enforce during the period owing to difficult financial circumstances.

The results demonstrate that the targeted efforts we put in place to achieve better gender pay parity have started to come to fruition.

GENDER PAY GAP

	ONS	2024	2023	2022	2021
MEAN		7.9%	9.0%	8.0%	12.2%
MEDIAN	13.1%	7.4%	9.8%	10.7%	12.5%

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 2024.

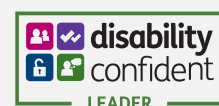
We give these awards to a few employees: our pay policy allows us to give small awards to individuals who have delivered at a particularly high level or who have delivered a special project above expectations.

In the year to April 2024, 135 females (45% of all female employees) and 38 males (28% of all male employees) received a one-off pay award.

The mean bonus gap is -10.6%; this is a significant improvement from the previous year. The median bonus gap remains at 0%.

GENDER BONUS PAY GAP

	2024	2023	2022	2021
MEAN	-10.6%	25.9%	59.0%	54.0%
MEDIAN	0.0%	0.0%	82.5%	54.0%



WHAT THE GENDER PAY GAP RESULTS TELL US

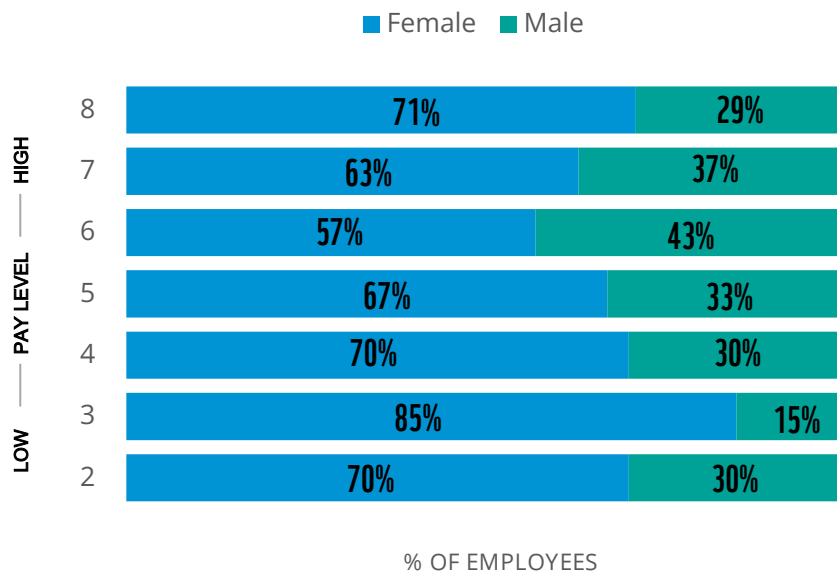
Our gender pay gap continues to be created by the proportion of males and females employed at the different levels in our organisation.

Our more junior roles – our ‘career start’ positions – are predominantly held by female employees, with more male employees in our more senior level roles.

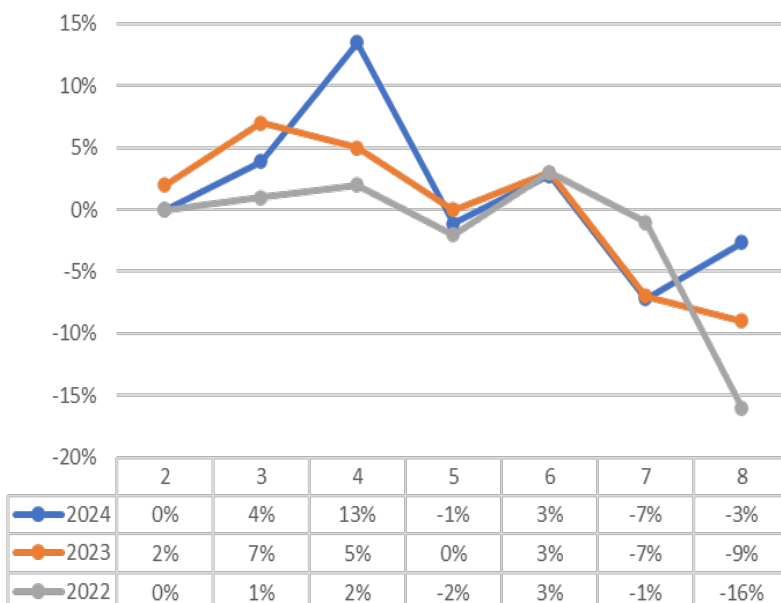
This is illustrated in the diagrams below, which show the gender breakdown for each of our grades, as well as the median gender pay gap by grade.

WWF-UK has a female chief executive and an executive team (grade 8) which is 71% female.

FEMALE AND MALE RATIO BY GRADE



MEDIAN GENDER PAY GAP BY GRADE

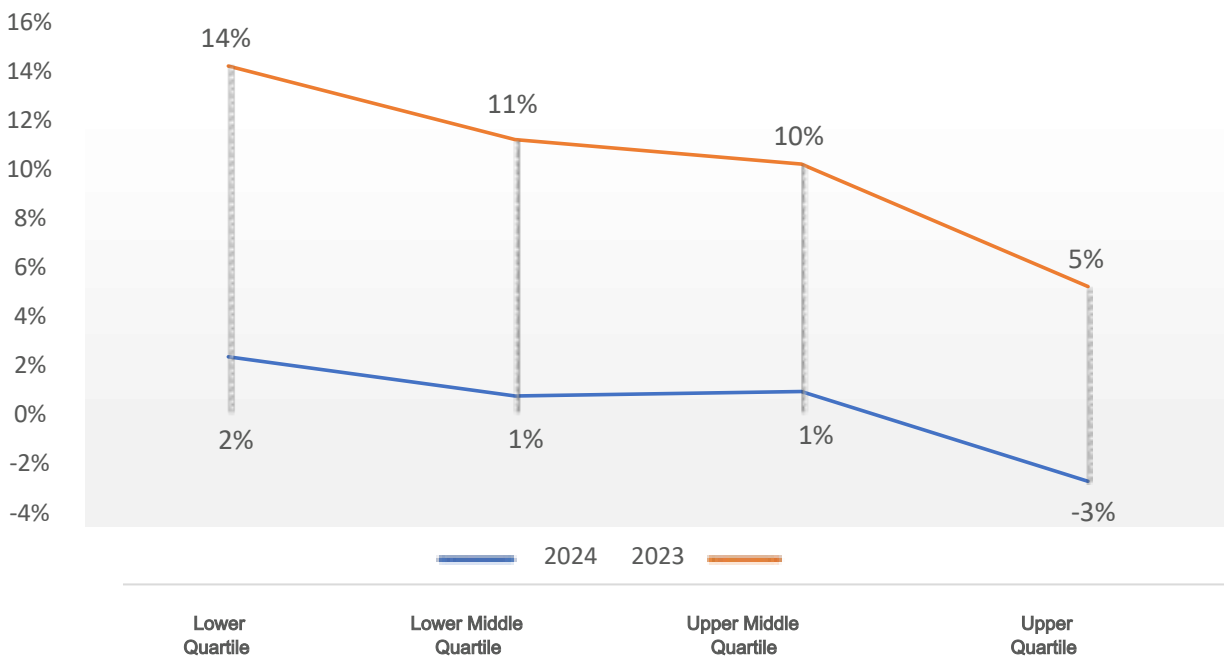


MEAN GENDER PAY GAP BY QUARTILE

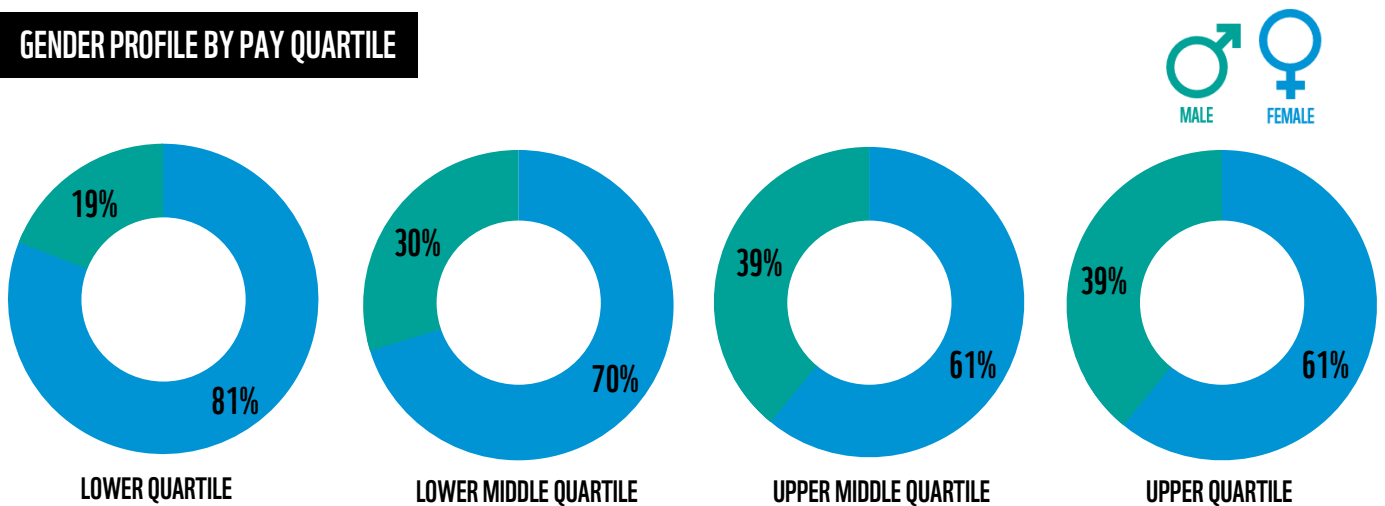
The pay quartiles shown below are calculated by listing the rates of pay for every employee from lowest to highest, before splitting that list into four equal-sized groups and calculating the percentage of males and females in each.

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 to our gender pay gap.

MEAN GENDER PAY GAP BY PAY QUARTILE



GENDER PROFILE BY PAY QUARTILE



OUR ETHNICITY PAY GAP RESULTS 2024

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

The 2024 RACE Report (participants from charities working on environmental or nature issues), recorded 4.88% of the workforce in the sector are people of colour and ethnic minority groups. At WWF-UK, we reported 12%.

We have been calculating our ethnicity pay gap for the last four 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 continuing to prioritise our efforts.

ETHNICITY PAY GAP

	2024	2023	2022	2021
MEAN	10.4%	8.9%	8.3%	12.0%
MEDIAN	10.4%	10.0%	2.9%	6.0%

ETHNICITY BONUS PAY GAP

	2024	2023	2022	2021
MEAN	-20.8%	-1.0%	35.0%	27.0%
MEDIAN	0.0%	0.0%	-100.0%	17.0%

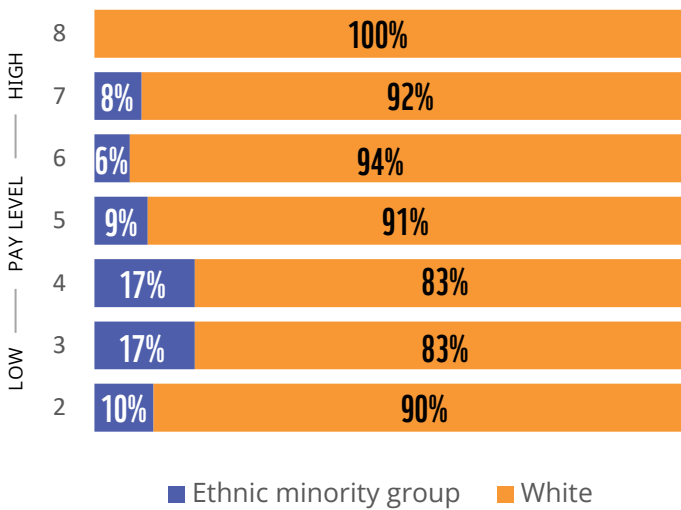


WHAT THE ETHNICITY PAY GAP RESULTS TELL US

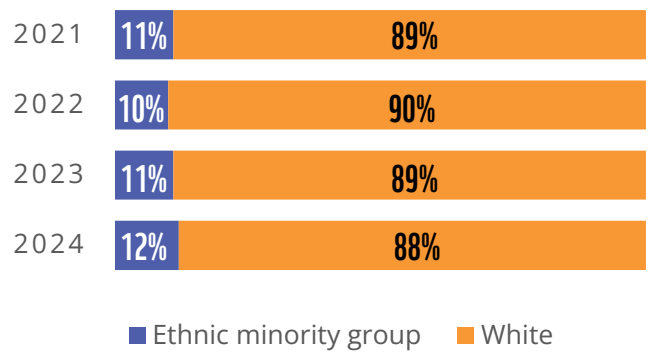
Our ethnicity pay gap is created by the proportion of our ethnic minority employees predominantly employed in the more junior positions in our organisation.

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 BY YEAR

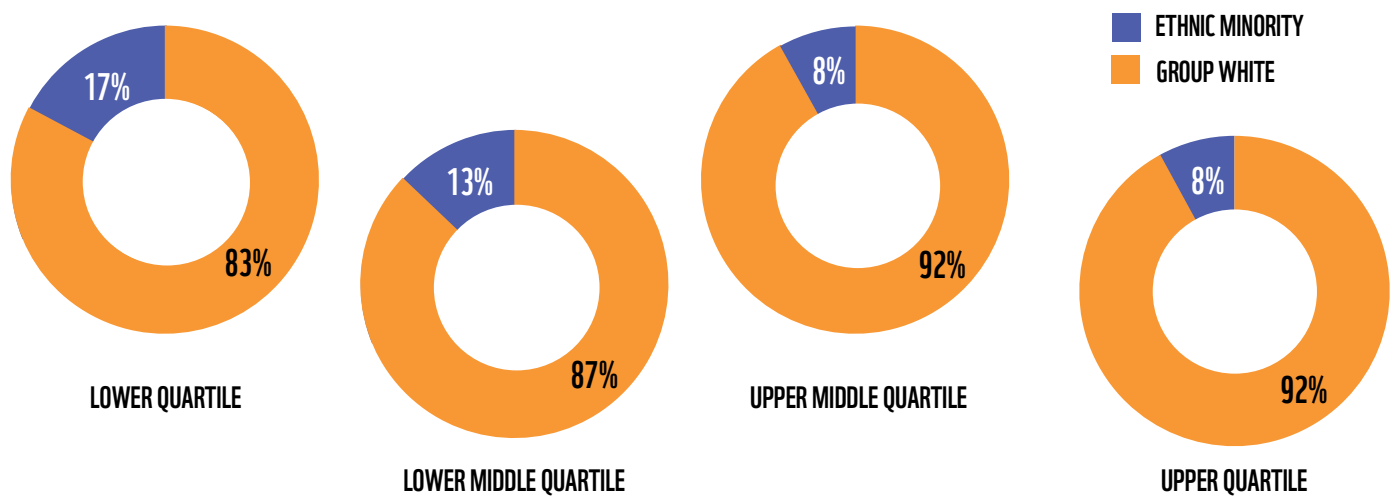


MEAN ETHNICITY PAY GAP BY QUARTILE

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.

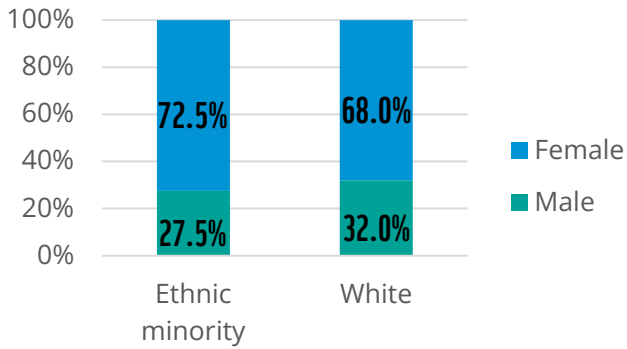
Overall, we have a higher ratio of ethnic minority employees in our lower pay quartile – in our ‘early career’ roles – with the proportion of ethnic minority employees decreasing as pay increases. This ethnicity imbalance contributes to our ethnicity pay gap.

ETHNICITY BY PAY QUARTILE

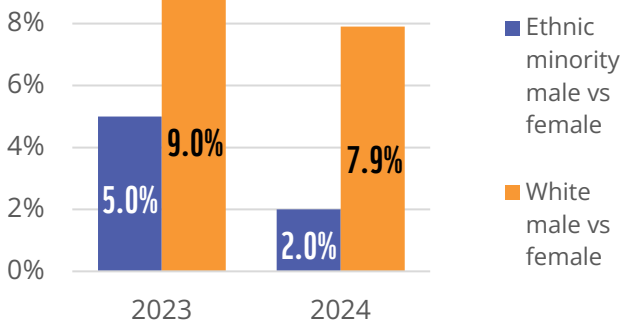


ETHNICITY AND GENDER

ETHNICITY PROFILE BY GENDER

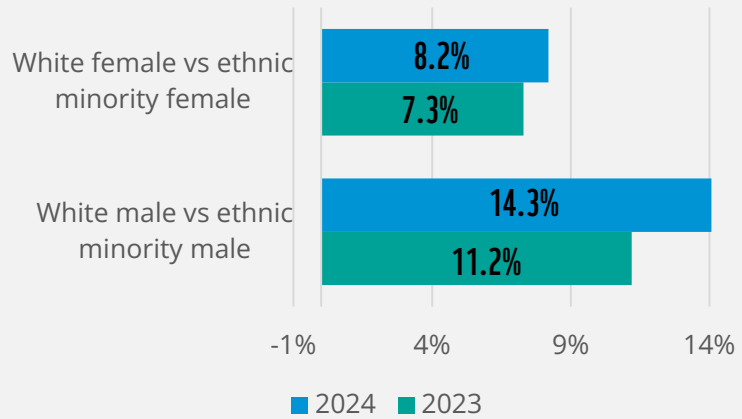


MEAN GENDER PAY GAP BY ETHNICITY

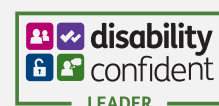


Our ethnic minority male employees earn 2% more than our ethnic minority females. Our white male employees earn 7.9% more than our white females. Both figures have improved since the previous year.

MEAN ETHNICITY PAY GAP BY GENDER

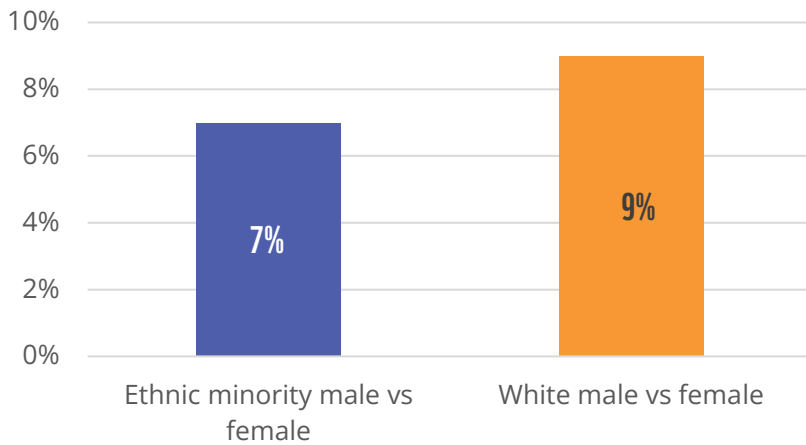


Our ethnic minority male employees earn 14.3% less than white male employees. Our ethnic minority female employees earn 8.2% less than white female employees.



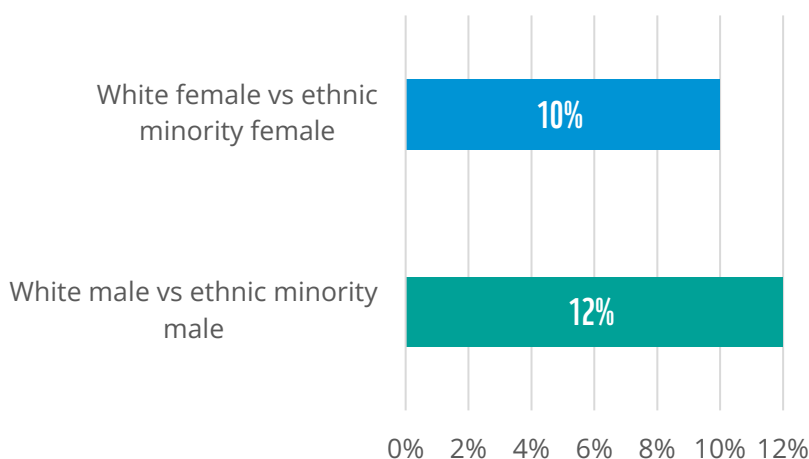
MEDIAN ETHNICITY PAY GAP BY GENDER

MEDIAN GENDER PAY GAP BY ETHNICITY



There is a 9% median pay gap between our white male and female employees; this is an improvement from the 10% gap in 2023. There is a 7% median pay gap between our ethnic minority male and female employees (no change from 2023).

MEDIAN ETHNICITY PAY GAP BY GENDER



The median pay gap between our white male and ethnic minority male employees is 12%; this is a slight improvement on the 12.6% pay gap in 2023.

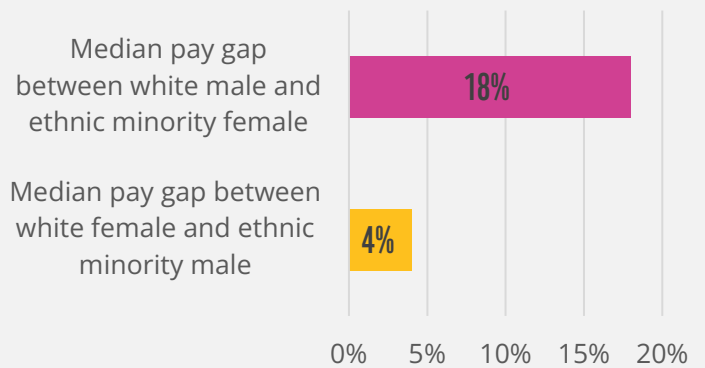
The median pay gap between our white female and ethnic minority female employees has increased slightly from 9.3% (in 2023) to 10%.

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 an 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 remains at 18%. The median pay gap between our white female and ethnic minority male employees has increased slightly from 3% in 2023 to 4%.

MEAN PAY GAP BETWEEN MALE AND FEMALE BY ETHNICITY



The mean pay gap between our white male and ethnic minority female employees remains at 16%. The mean pay gap between our white female and ethnic minority male employees has increased from 2% in 2023 to 7%.

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

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.



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, and provides equality of opportunity and equitable outcomes for all colleagues.

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.

During 2023 we launched a successful Reciprocal Mentoring scheme to support our senior leaders in better understanding barriers experienced by minoritised groups and to feed into decision making.



APPRECIATION, RECOGNITION AND REWARD

We have adopted a new three-tiered approach of appreciation, recognition and reward within WWF-UK. It is based on the principles of being fair and equitable, purpose driven, affordable, and holistic in approach.

In response to feedback from our Employee Engagement survey, we have increased awareness and transparency around pay, benefits, reward, and career development and progression.

We have targeted and minimised some of the pay gaps linked to gender and ethnicity. Addressing all pay gaps is one of our key metrics for our organisational performance. We remain committed to rewarding and developing all staff on equitable and inclusive terms.



FLEXIBLE AND HYBRID WORKING

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

We are passionate about creating an inclusive culture that supports our colleagues to balance their personal circumstances and work commitments so they can thrive both personally and professionally.

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



RECRUITMENT

We continue to take positive action in our recruitment practices. We target under-represented groups across the recruitment lifecycle, and we have made strides to remove bias and unnecessary barriers. For example, we anonymise applications and provide some of the interview questions in advance.

We have introduced a guaranteed interview scheme for internal applicants, as part of our ongoing commitment to support growth and development.

We have assessed our recruitment end-to-end processes and have made some improvements to systems and the quality of our management information and reports.



LEARNING, DEVELOPMENT AND CAREER MANAGEMENT

We have implemented a new Employee Experience Platform that enables supportive and meaningful conversations to take place around performance, development, progression and wellbeing.

Emphasis is not just on performance-related objectives, but also on developmental goals that are tailored to individual needs.

We continue to develop a blended learning programme for all colleagues. This focuses on transferable skills, as well as developing awareness and emotional intelligence to help colleagues speak up and tune in to others.

We have initiated leadership development around allyship, role modelling, generating more awareness of privilege and enabling this in meaningful ways. Our aim is to create and maintain a culture of psychological safety for all colleagues.

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 third year and we are gaining important insight into the data and intersectional issues, which we reported for the first time last year.

We are using this information to shape our interventions to minimise gender and ethnicity pay differentials. 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.



Tanya Steele
Chief executive



Emma Cannings
Executive director of people and culture



Nagina Kayani
Head of diversity, equity and inclusion

