



WWF-UK GENDER AND ETHNICITY PAY GAP

REPORT 2025



BACKGROUND

This is the 2025 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 2025.

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?

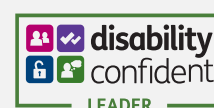
The gender pay gap looks at the difference between the average hourly earnings of all the male and female employees in an organisation, regardless of the nature of their work. It's not the same as equal pay, which is about comparing the pay of male and female employees carrying out the same or comparable 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 2025

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 2025. WWF-UK has a workforce that is 70% female and 30% male. Our male employees receive 9.4% higher mean hourly pay than our female employees (8.8% median). The Office for National Statistics (ONS) Annual Survey of Hours and Earnings Report October 2025 states that the national median gender pay gap was 12.8%.

Our gender pay gaps have increased from the previous year's report. The results demonstrate that, despite targeted efforts to achieve better gender pay parity seen through the increase in male employees in 'entry level' roles, significant change in the make up of our most senior colleagues has impacted our overall pay gap.

GENDER PAY GAP

	ONS	2025	2024	2023	2022	2021
MEAN		9.4%	7.9%	9.0%	8.0%	12.2%
MEDIAN	12.8%	8.8%	7.4%	9.8%	10.7%	12.5%

GENDER BONUS GAP

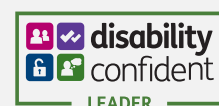
We've also compared the mean and median 'one-off' pay awards we made to male and female employees in the 12 months to April 2025.

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 2025, 18 females (6% of all female employees) and 10 males (7% of all male employees) received a one-off pay award. The mean bonus gap is -24.8%; this is a significant increase from the previous year. The median bonus gap remains at 0%.

GENDER BONUS PAY GAP

	2025	2024	2023	2022	2021
MEAN	-24.8%	-10.6%	25.9%	59.0%	54.0%
MEDIAN	0.0%	0.0%	0.0%	82.5%	54.0%



WHAT THE GENDER PAY GAP RESULTS TELL US

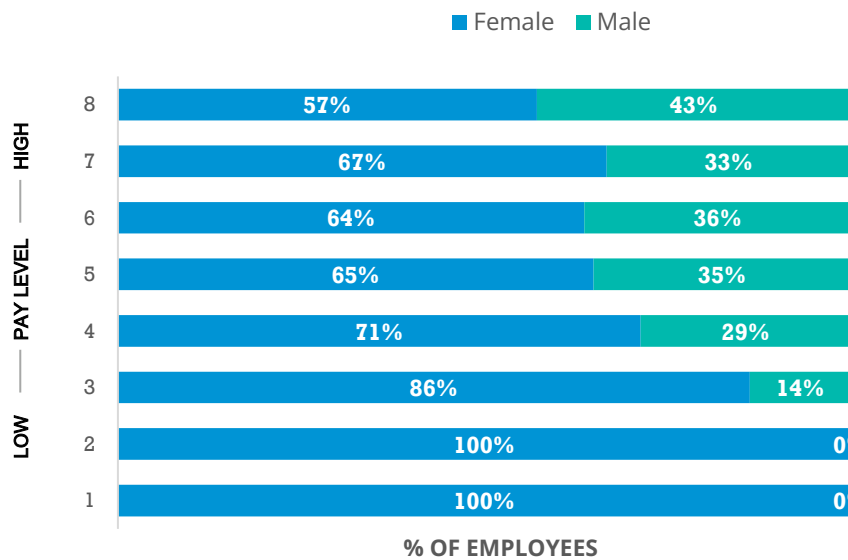
Our gender pay gap continues to be created by the proportion of males and females employed at the different levels in our organisation.

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

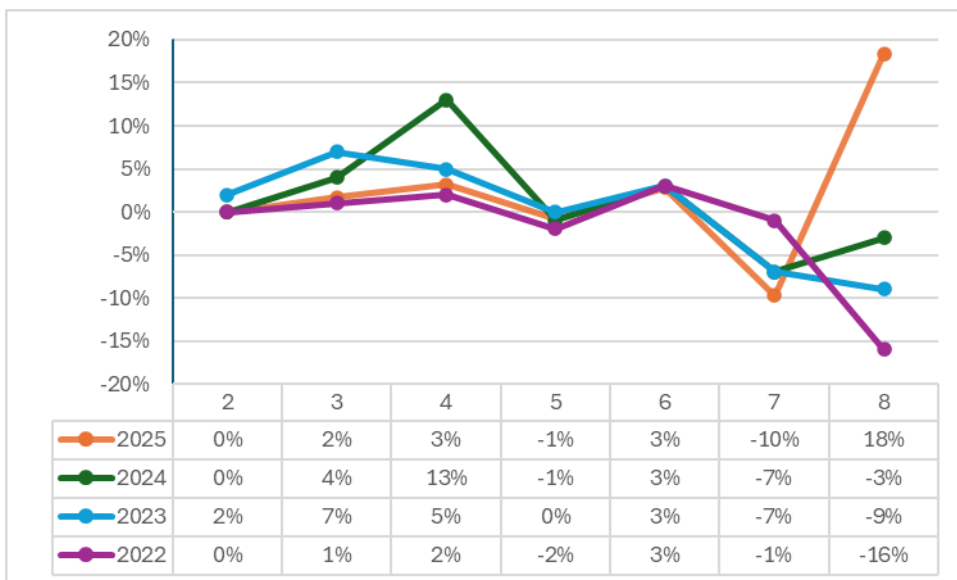
This is illustrated in the diagrams below, which show the gender breakdown for each of our grades, as well as the median gender pay gap by grade.

WWF-UK has a female chief executive and an executive team (grade 8) which is 57% female. This is a lower proportion of females since last year, following change in membership of our executive team, which contributes to the increase in our gender pay gap.

FEMALE AND MALE RATIO BY GRADE



MEDIAN GENDER PAY GAP BY GRADE



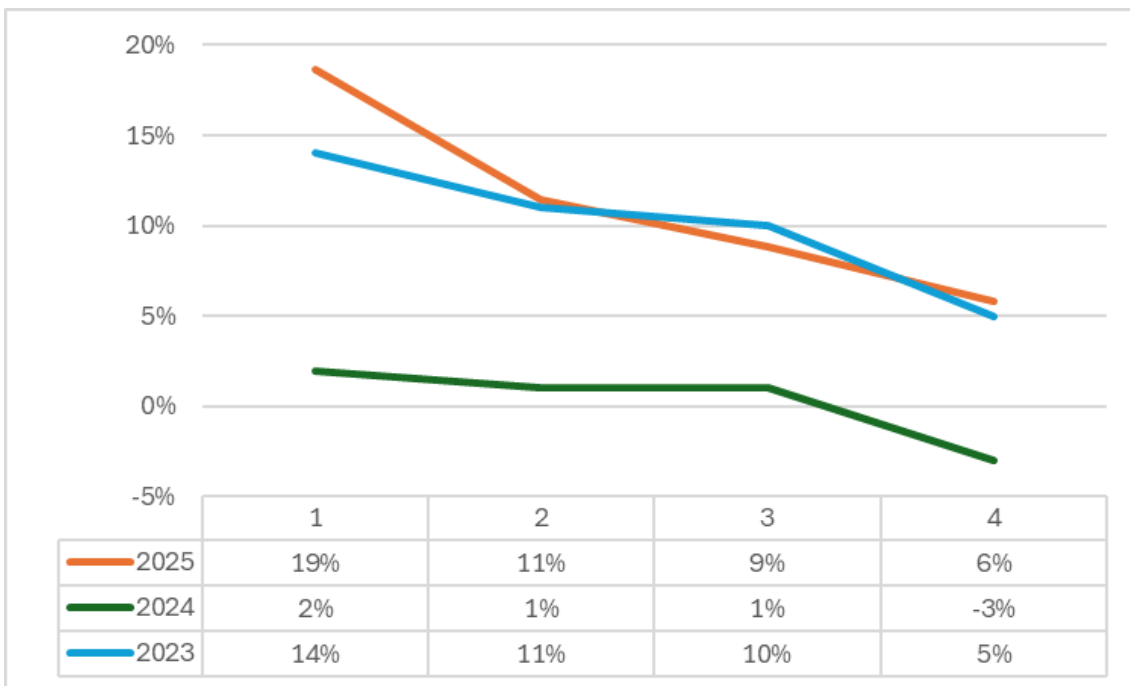
MEAN GENDER PAY GAP BY QUARTILE

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.

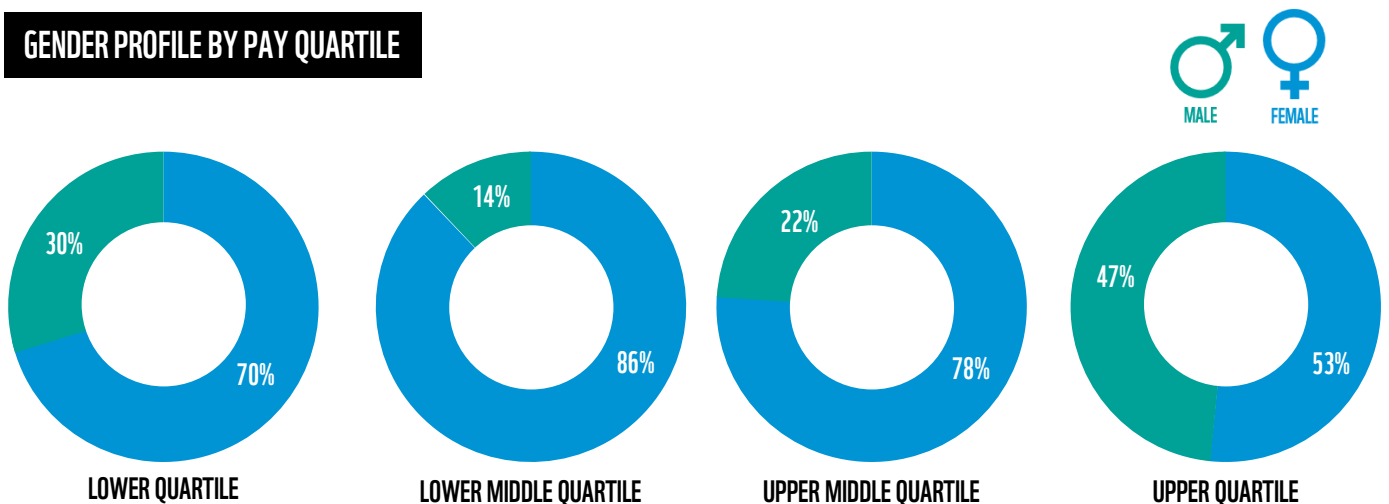
While we have increased the number of male employees in our lower quartile, this is also matched by an increase in the upper quartile negating the benefits to our gender pay gap through 'early career' roles.

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 2025

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

The 2025 RACE Report (participants from charities working on environmental or nature issues), recorded 4.67% of the workforce in the sector are people of colour and ethnic minority groups. At WWF-UK, we reported 11.4%.

We have been calculating our ethnicity pay gap for the last five 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

	2025	2024	2023	2022	2021
MEAN	6.5%	10.4%	8.9%	8.3%	12.0%
MEDIAN	9.7%	10.4%	10.0%	2.9%	6.0%

ETHNICITY BONUS PAY GAP

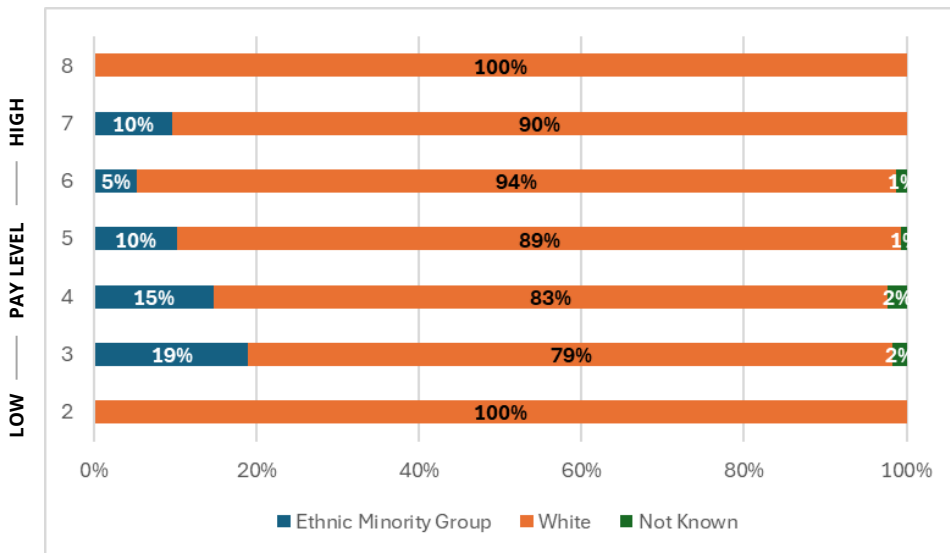
	2025	2024	2023	2022	2021
MEAN	-21.7%	-20.8%	-1.0%	35.0%	27.0%
MEDIAN	-26.7%	0.0%	0.0%	-100.0%	17.0%



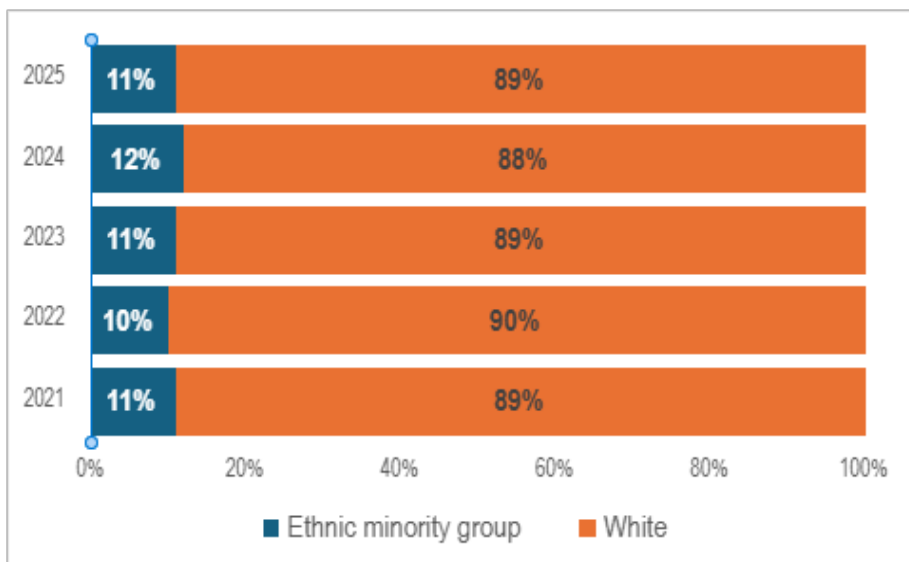
WHAT THE ETHNICITY PAY GAP RESULTS TELL US

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

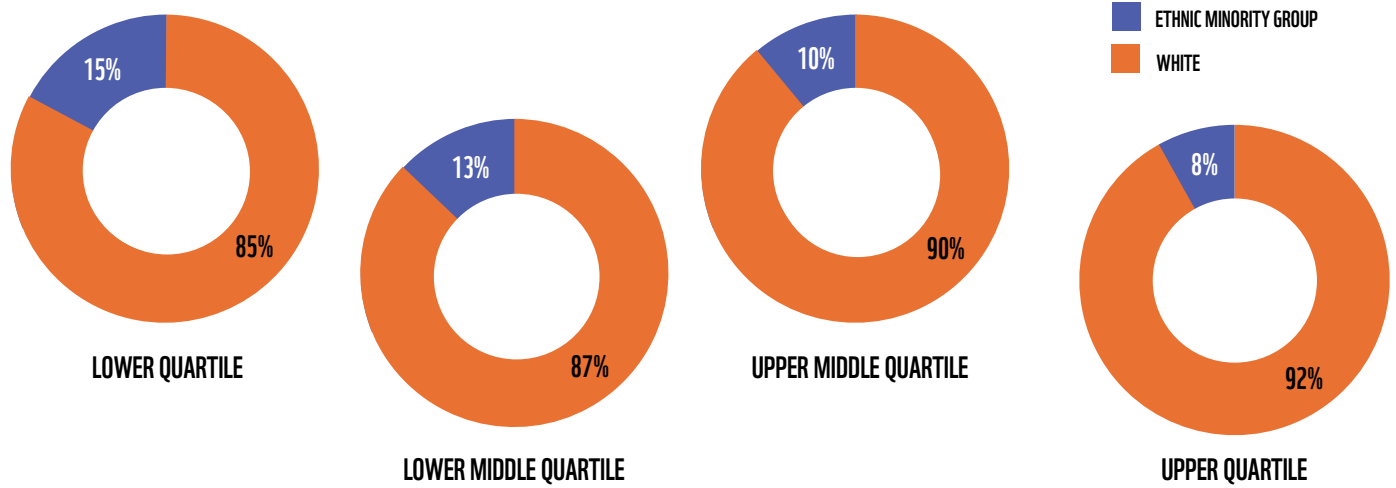


MEAN ETHNICITY PAY GAP BY QUARTILE

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 though there has been some increase in ethnic minority representation within the upper middle quartile.

ETHNICITY BY PAY QUARTILE



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 2024 we continued with our successful Reciprocal Mentoring scheme to support our senior leaders in better understanding barriers experienced by minoritised groups. Executive Sponsors supported the staff networks to elevate their input, feedback and challenges at a leadership level.

We have previously reported on intersectionality and will continue to monitor and visibly report as further data becomes available for analysis.



EMPLOYEE ENGAGEMENT

We have focused on improving employee engagement, measured through our annual survey, seeing a 5% increase across the organisation.

We targeted improvement in careers, leadership and appreciation, recognition and reward. We saw increases across all 3 areas, including a 10% increase in recognition. We continue to focus on leadership development, recognising the influence leaders can have on improving the experience for all colleagues.

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.



MENOPAUSE FRIENDLY WORKPLACE

We have taken a proactive compassionate approach to supporting employees experiencing menopause. Our Menopause Policy, which aligns with our Flexible Working and Workplace Adjustments policies, ensures colleagues can access the support they need.

Our network of Menopause Champions provides a listening ear and peer guidance, and all employees have access to the Peppy app for personalised support. We have trialled a menopause café and run various discussion sessions to create safe spaces for sharing experiences and fostering community.

We delivered tailored training for those experiencing menopause, and for partners and managers, to build understanding and confidence. Practical support has also been offered, such as making small fans available.

With all this in mind, we are committed to becoming a menopause friendly employer.

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



RECRUITMENT

We continue to take positive action in our recruitment practices. We have made strides to remove bias and unnecessary barriers throughout the recruitment process, for example using gender-neutral language in our job descriptions and adverts and ensuring salaries are transparent.

We became a Disability Confident level 2 employer, introducing a guaranteed interview scheme for applicants declaring disabilities as part of our ongoing commitment to inclusion.

We have provided training to people managers on reasonable adjustments to build an accessible workplace for all.

We updated our job evaluations platform to ensure benchmarking for roles is aligned with external sector salaries.



LEARNING, DEVELOPMENT AND CAREER MANAGEMENT

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. Our aim is to create and maintain a culture of psychological safety for all colleagues.

We took part in Upfront's Charity Bond 4 programme to support female colleagues in building confidence: 77 colleagues took part with aims to improve recruitment and promotion, retention and self motivation, leadership development and team culture for all colleagues. Overall, we saw a 21% increase in confidence from participants.

We focused on careers following feedback in our Employee Engagement survey, holding a careers fair, joining the Charity Mentoring Network and leading conversations about Squiggly Careers. We saw a 5% increase in satisfaction over the year.

STATEMENT

This report covers all the eligible employees of WWF-UK, as defined by the reporting requirements, across all levels of the organisation including our executive team. The data shows that, on average, male employees continue to earn more than female employees, and that white employees earn more than employees from ethnic minority backgrounds. Our pay gaps are primarily driven by the distribution of male and female employees, and employees from ethnic minority backgrounds, across different levels of the organisation. In particular, male employees are under-represented in career entry and more junior roles, while being more evenly represented in our senior, higher-paid positions.

This is the fifth year we have reported on our ethnicity pay gap. Each year, this analysis helps us better understand where disparities exist and where action is needed. We use these insights to inform the steps we take to reduce both our gender and ethnicity pay gaps over time.

We remain committed to improving representation across all levels of WWF-UK and to addressing the factors that contribute to pay gaps.

Through our values-based leadership standards, we will continue to strengthen diversity, equity and inclusion across the organisation and expect our leadership team to role model inclusive behaviours in all aspects of their work.

Our aim is to create an inclusive, safe and empowering environment where everyone can thrive and contribute to our mission to bring our world back to life.

We confirm that the information and data provided are accurate.



Tanya Steele
Chief executive



Emma Shelley
Executive director of people and culture



For a future
where people
& nature thrive
wwf.org.uk

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