

## Goddard Veterinary Group Gender Pay Gap Report @ April 2022

### What is the gender pay gap?

The gender pay gap shows the difference in the average hourly rate of pay between females and males in an organisation, expressed as a percentage of the average male earnings. We have followed the calculation methodology set out by the Government Equalities Office to report our mean and median gender pay gap, bonus gap, and distribution across pay quartiles.

A gender pay gap can be driven by a number of factors including a lack of females in senior positions or just as importantly by a lack of males in more junior positions.

It is important to note that this is different to the issue of equal pay – namely the legal requirement to pay males and females the same for equal work – which is governed by the Equality Act 2010.

### Headline gender pay figures for Goddard Veterinary Group

The tables below show our overall median and mean gender pay and bonus gap based on hourly rates of pay as at the snapshot date of 5 April 2022. There were no bonuses paid in the year to 5 April 2022. There are no reported figures for 2021 due to the Coronavirus Pandemic.

	2017		2018		2019		2020		2022	
	M	F	M	F	M	F	M	F	M	F
Mean Gap	47%		46%		46%		45%		44.80%	
Median Gap	51%		50%		52%		48%		52.40%	
Pay Quartile	M	F	M	F	M	F	M	F	M	F
Lowest	2%	98%	4%	96%	5%	95%	5%	95%	5%	95%
Second Lowest	4%	96%	4%	96%	3%	97%	5%	95%	7%	93%
Second Highest	17%	83%	14%	86%	12%	88%	19%	81%	17%	83%
Highest	38%	62%	34%	66%	35%	65%	50%	50%	54%	46%
Bonus Pay		34		-72		148	0	0	0	0
Sex of Bonus Pay	12%	3%	10%	10%	7%	8%	n/a	n/a	n/a	n/a

### Understanding the Gap

In the Veterinary Sector females still account for almost 60% of practising vets and 80% of undergraduates yet the national statistic for the GPG in the UK veterinary sector is 36% (source: thevetservice.com).

Over the last five years of reporting, the mean gap has reduced by 2.2% to 44.8% and the median gap has increased by 1.4% to 52.4%. The increase in the median gap is due to an overall year on year increase in headcount with proportionally more females recruited of whom many were appointed to junior clinical roles. At the same time, we have continued to appoint females to senior leadership roles, with succession plans in place to increase the number of females at this level. This is reflected in the increase in the percentage of females in the second highest quartile.

The number of males in the lowest pay quartile has consistently remained at 5%, with females still pursuing the more flexible working patterns and part time roles.

At GVG our gender pay gap as of April 2022 remains primarily due to males holding fewer junior nursing positions within the organisation. The major reason for our mean GPG reducing to <45% is due to an increase in the hiring of female vets and the progress made on our action plans.

## **Actions to close the Gap**

Our aim is to continue to reduce our mean gender pay gap and to continue to ensure equal pay, at all levels, supported by initiatives we have either already put in place or plan to roll out. We continue to embrace diversity, inclusivity and equality and recognise the benefit and strength of a diverse work force. We have always been confident that our reward structure is based on qualifications, achievements, and performance. However, we are taking positive action to help reduce the GPG to below the industry average and to ensure we continue to attract females and that they are paid fairly in the context of our organisation, our industry, and the wider market.

### **1. Pay transparency**

Promotions, pay, and rewards are based on qualifications and performance. We have now published salary bands for all roles where there are sufficient colleagues within a band to ensure individual pay levels remain anonymous. We salary benchmark all roles both internally and externally. These initiatives have ensured that our pay structures are fair, transparent, and competitive.

- Having conducted a full job evaluation process to establish a clear salary banding and reward framework we now regularly review all role profiles.
- All vacancies are advertised internally as well as externally to encourage internal applicants, which supports career progression of colleagues already employed by GVG.
- We publish salary ranges in job advertisements to encourage females to confidently undertake salary negotiations based on their skill sets and match to job roles.

### **2. Recruitment and Interviews**

We have designed structured processes for recruitment and promotions to eliminate unconscious bias.

- We continue to implement a skills matrix with skills-based assessment tasks to recruit vets, RVNs, SVN's, VCAs and receptionists.
- We continue to evaluate how to anonymise applicant CVs effectively as applicants are applying direct on our website and job boards. This is to eliminate unconscious biases. We are using template interview questions to ensure suitability for a role is assessed using the same criteria for all candidates.
- Shortlists for recruitment and promotions, are now carefully reviewed with the aim of rebalancing the gender ratios and remuneration at all levels within the organisation. (to ensure the gender balance for all pay quartiles reflects the gender balance in our organisation.) Ultimately, we are recruiting the right skills for the right jobs in a challenging recruitment market.

### **3. Workplace flexibility**

Work life harmony is an essential consideration for every individual. However, when females take lower paying jobs because they are more flexible than higher-paying jobs, or work fewer hours this

can lead to lower levels of experience, leaving females behind in the workforce. We recruit on flexible working patterns at all levels across the organisation to improve work life balance and accessibility for females to senior roles.

#### **4. Our People and Culture**

We recognise that none of our gender balance actions will succeed without the right culture and working environment.

Our strategic objectives as an organisation are focused on our people, our clients, their pets, and the business as a whole. For the GVG Board this means that our organisation's business model is geared towards developing a culture which enables value creation and value capture for all of its stakeholders.

We are reviewing and enhancing our benefits package for our colleagues with a view to providing greater support and flexibility. Amongst other benefits, we offer-

- enhanced maternity / paternity leave and encourage the uptake of shared parental leave by ensuring prospective parents are proactively provided with information about their pay entitlements and eligibility.
- enhanced sick pay benefits, to ensure a speedy recovery from illness is not inhibited by financial concerns.

#### **Summary**

Our plan includes building on the actions we have implemented to date as well as focusing on new initiatives. By ensuring that all of our processes are without bias, specifically focusing on recruitment, pay transparency, workplace flexibility and our people and culture, we aim to continue to achieve a year-on-year improvement in the GPG to meet our objective of being below the industry average.