

2025 Gender Pay Gap Report



CATS
PROTECTION

Introduction

Cats Protection is committed to fairness, openness, and creating a workplace where everyone can succeed.

This report explains our **gender pay gap**, which is the difference in average pay between women and men across the organisation. It is not the same as equal pay. Equal pay means women and men doing the same job, or work of equal value, are paid the same. The gender pay gap looks at average pay across all roles and levels. A gender pay gap most commonly arises where men and women are unevenly represented across roles and seniority levels.

As an organisation with more than 250 employees, we publish our gender pay gap data annually as part of our commitment to transparency and good governance. This report is based on a snapshot date of 5 April 2025. It explains our results, the factors contributing to the gap, and the actions we are taking to reduce it.

We use external market data and a consistent job evaluation and scoring framework to ensure pay is fair for the role. We continue to review our approach and identify opportunities to improve. Publishing this report supports transparency and accountability and helps us take meaningful action.

Definitions

Gender pay gap

The difference in average pay between women and men, shown as a percentage of men's average pay.

Equal pay

Women and men doing the same job (or work of equal value) must receive the same pay.

Mean gender pay gap

The difference between the average hourly pay of women and men.

Median gender pay gap

The difference between the middle hourly pay of women and men when all hourly pay rates are listed from lowest to highest.



What our 2025 gender pay report shows

Our **mean gender pay gap** has increased by 2.27% to **15.20%**.

The increase reflects changes in the distribution of roles at senior and upper-middle levels during 2024, including structural redesign and shifts in responsibility allowances. A small increase in the proportion of men in the highest pay quartile had a disproportionate impact on the overall average.

As in much of the UK labour market, women at Cats Protection are more likely to work part-time. This influences average hourly pay calculations across the organisation.

We are proud that women make up 85.1% of our workforce, and 60% of our Senior Leadership team is female. In a predominantly female workforce, relatively small changes in male representation at senior levels can have a noticeable statistical impact on the overall pay gap.

Mean and median hourly pay

	Female (£)	Male (£)	Pay gap (£)	Pay gap (%)
Mean	£18.02	£21.25	£3.23	15.20%
Median	£15.04	£19.20	£4.16	21.67%

Based on 1,176 employees at 5 April 2025

Population by gender (quartiles)				
	2024		2025	
Quartile	Male	Female	Male	Female
Lowest	14.3%	85.7%	11.9%	88.1%
Lower middle	9.9%	90.1%	9.5%	90.5%
Upper middle	17.8%	82.2%	16.3%	83.7%
Highest	22.3%	77.7%	23.1%	76.9%

Our bonus gap

We do not have a formal bonus scheme.

In 2025, we focused on supporting our people and recognising the ongoing cost-of-living pressures. We awarded a **minimum 2.5% cost-of-living pay increase** to all employees, with our lowest paid colleagues receiving up to **6.9%**.

Pay gap summary

- The gender pay gap is primarily driven by pay differences at higher organisational levels
- In the lower pay quartiles, women earn slightly more on average, which reduces the overall gap
- The highest pay quartile contributes most to the pay gap (23.62%)
- Changes to senior management roles and responsibility allowances in late 2024 influenced pay outcomes
- On average, men have slightly longer service, which historically affected pay progression

Addressing our pay gap

Our analysis confirms that our gender pay gap is not driven by unequal pay for equal work. It reflects workforce composition, occupational patterns and part-time working trends. Our focus is therefore on representation, progression and inclusive opportunity.

What we've done so far

In 2025, we focused on several initiatives to support the wellbeing of our people, including:

Fair and equitable pay

- Maintained a consistent and transparent approach to pay
- Introduced financial wellbeing support
- Simplified our job evaluation process
- Provided guidance on writing inclusive job descriptions

Gender equality

- Continued to apply bias-aware recruitment practices
- Advertised all roles with clear salary ranges

Career development

- Continued to support career development through our Learn for Cats performance framework
- Focused on internal progression
- Offered development opportunities, including a leadership apprenticeship scheme for our people working in England and Wales

Menopause support

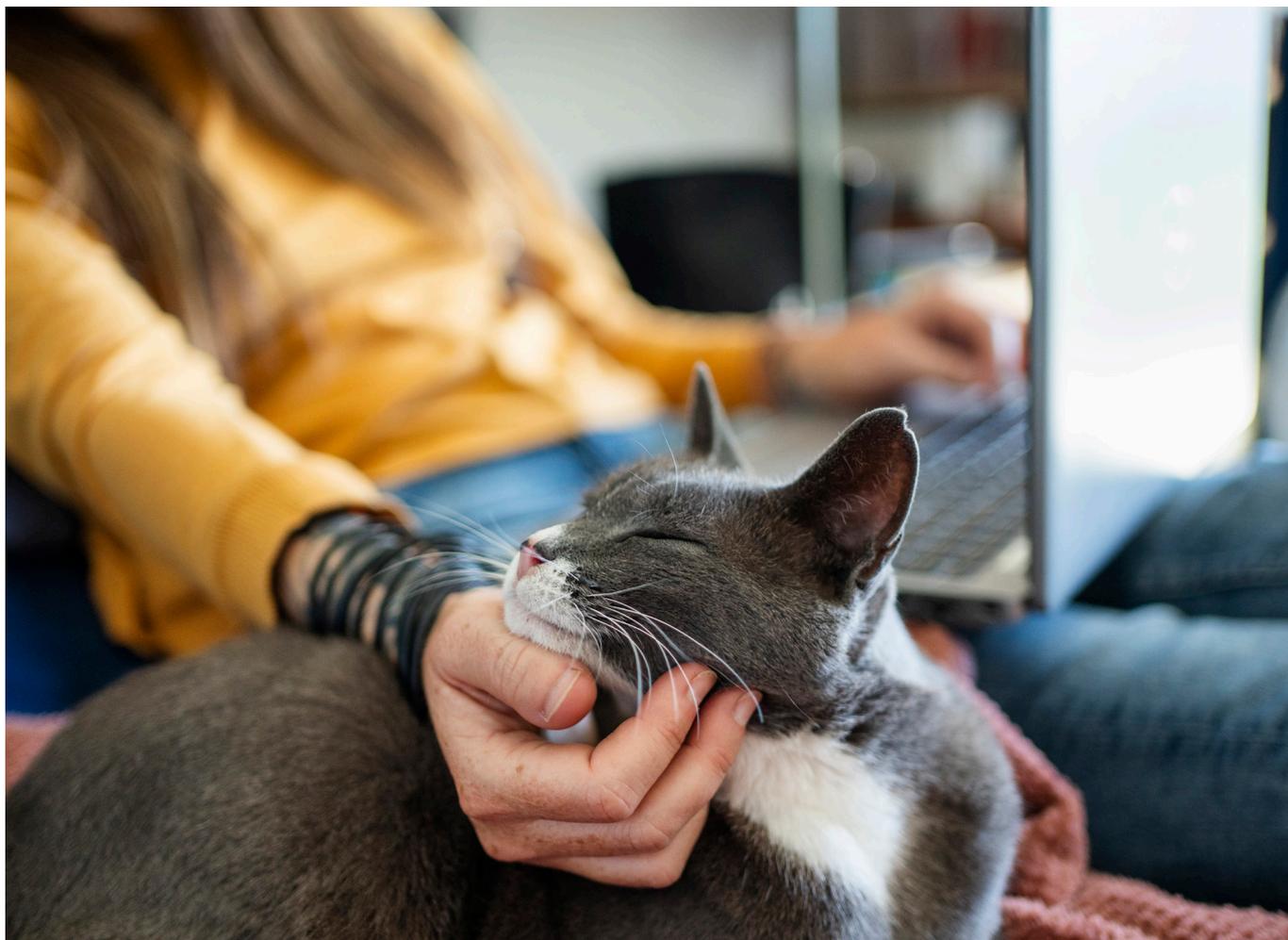
- Increased awareness of our menopause policy and available support

Hybrid, remote and flexible working

- Promoted flexible working across the organisation
- Encouraged more men to consider flexible working to support shared caring responsibilities
- Recruited across the UK since becoming a fully dispersed organisation without a designated head office

Inclusion and engagement

- Appointed a new Engagement & Inclusion Lead
- Established affinity groups to support connection and inclusion
- Introduced an Employee Forum to represent employee voices, including perspectives on gender equality and fair pay



What's next?

Over the next year, we will continue to focus on:

Recruitment

Support hiring managers to consider different ways roles can be designed and filled to build a more diverse workforce. We will recruit new Director and Trustee roles, with a strong emphasis on inclusive recruitment practices to address gender bias and improve gender balance at senior levels.

Gender equality

Continue implementing our equality and engagement plan, embedding gender equality into our strategy and everyday practices

Employee lifecycle

Systematically review the employee lifecycle through a gender lens, from attraction to progression and retention.

Performance management

Strengthen performance management to ensure equitable progression decisions are evidence-based and consistently applied.

People policy

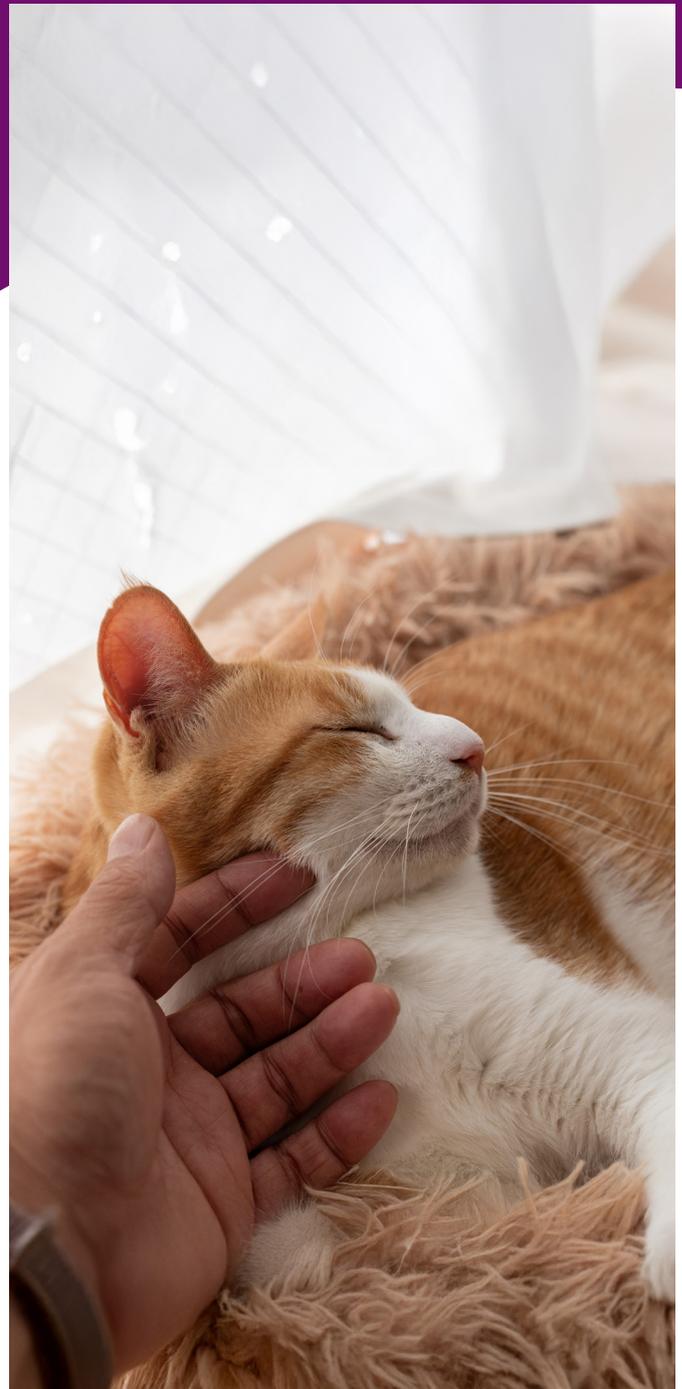
Further develop family-friendly policies, recognising the impact of caring responsibilities on progression and pay, particularly for women.

Data and insight

Enhance people data and insight to support targeted, data-informed action.

Employee Forum and affinity groups

Continue using the Employee Forum to inform priorities and expand affinity group support, including for menopausal women and working parents.



Closing statement

Our gender pay gap reflects workforce composition rather than unequal pay. Nonetheless, representation and progression matter. We will continue to act deliberately and transparently to ensure Cats Protection remains a fair, inclusive and high-performing organisation.

John May

Chief Executive



cats.org.uk

Cats Protection is a registered charity 203644 (England and Wales), SC037711 (Scotland) and is listed as a Section 167 institution by the Charity Commission of Northern Ireland. | RTA_26_180