



# Gender Pay Gap Report 2022



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## Foreword

Throughout 2022, the RHS has continued to put inclusion at the heart of everything that we do as we seek to embed the principles of diversity and inclusion in our DNA. With diversity, inclusion and engagement firmly rooted in our People Strategy, we seek to increase the diversity of our workforce to bring together different skills, experiences and perspectives and create an environment of belonging for our people where they can thrive and to provide a better experience for our visitors.

With the ongoing inequalities that exist in every facet of our society, the RHS continues to make inclusion a priority for everyone, driven by the Leadership Team. One of the key pillars that underpins our approach to inclusion is through data collection and monitoring. This helps us to identify issues, measure our progress and challenge ourselves to do better. In the 2022 reporting year, the data used is a snapshot data taken from 5th April 2022.

The data fields that were used in this report were the 'sex' information of all relevant workers at the RHS. When the snapshot data was taken, the overall workforce was 1320, with 490 men and 830 women.

Despite a small increase in the mean gender pay gap, we are pleased to have continued our downward trend in the median gender pay gap measure to 1.93%. Furthermore, the median pay gap between men and women at the RHS is well below the UK median average, which stands at 14.9%.

Our pay gap is likely driven by the shape and structure of our workforce. Whilst women on the whole make up a large proportion of the workforce, this is not reflected at all levels at the RHS. Women represent 62.9% of the overall workforce at the RHS, however only 43% of all senior management positions are occupied by women, whilst 64% of all non-management roles are occupied by women. In order to reduce our gender pay gap, we are committed to shedding light on what is driving our pay gap and finding solutions that can help us build a balanced workforce that lasts for a long term.

We are committed to building a gender balanced organisation, and we are proud of the progress we are making:

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- Despite not being a FTSE 100 company, we have not only hit the Government's target for 40% of boards to be made of women, we've exceeded it with 52% of our board (RHS Council) that are women.
  - 60% of our Leadership team are women.
  - 43% of our Senior Management Team are women.
  - 66% of our Manager population are women.

But there is still more we can do to improve gender diversity at the RHS, which is why we are reviewing our approach to recruitment in line with our Diversity & Inclusion Plan. To help us attract a diverse mix of people we are reviewing our recruitment, selection and on boarding practices to attract, appoint and retain workers from a diverse applicant pool. We are supplementing our recruitment efforts by creating and building on existing partnerships with schools and community groups to break down stereotypes and perceptions about roles in our industry and to help us promote career opportunities to newer audiences as part of our New Shoots Programme.

*Carole Goldsmith, Director of People*

## What is the gender pay gap?

The gender pay gap is a measure of the difference of the average hourly pay between men and women across an organisation. As the RHS is a UK employer with over 250 employees, we have a duty to carry out gender pay gap reporting.

The pay gap reporting includes all workers at the RHS, which includes full-time, part-time, casual employees and contractors.

## What's the difference between the gender pay gap and equal pay?

The gender pay gap is calculated by examining all workers at the RHS and comparing the average hourly pay difference between men and women using the mean, median and pay quartiles.

The pay gap is different from equal pay where under the Equality Act 2010, this gives women the right to be paid the same as men for carrying out same or similar work. This means that it is unlawful to pay men and women differently for carrying out the same work or work that is deemed of equal value. It should be noted that it is possible to have a gender pay gap whilst simultaneously paying men and women fairly for the work that they do.

## Why do pay gaps exist?

Pay gaps exist in organisations where there is a disparity in average earnings between two groups of people; in the case of the gender pay gap, this is between men and women. Pay gaps are likely to exist at the RHS because of the shape of our workforce as women represent 62.9% of the overall workforce at the RHS, however only 43% of all senior management positions are occupied by women, whilst 64% of all non-management roles are occupied by women. In order to reduce our gender pay gap, we are committed to shedding light on what is driving our pay gap and finding solutions that can help us build a balanced workforce that lasts for a long term.

## How is the gender pay gap calculated?

In this pay gap reporting, the gender pay gap is presented using the mean, median and pay quartile. The snapshot data used in the 2022 pay gap reporting was as at 5th April 2022.

### Mean –

The calculation of the mean involves adding up the total average hourly pay and dividing the result by the quantity of numbers in a list. To calculate the gender pay gap as a mean, this would involve adding up the average hourly pay of all women, and then dividing this figure by the total number of women at the RHS. The equivalent is calculated for men and then the hourly pay figure for men is subtracted by the hourly pay figure for women. This figure is then divided by the hourly pay figure for men and then multiplied by 100. This gives you the mean gender pay gap in hourly pay as a percentage of men's pay.

### Median –

The calculation of the median involves finding the 'middle' number of a list of figures that is arranged from the smallest to largest. To calculate the median, this would involve listing all of the hourly pay amounts for all women at the RHS from smallest to largest and finding the middle number. Where this results in an odd number, the middle figure would be the median average. However, where there is an even number, the middle figure would be determined by averaging the two central numbers. The equivalent is calculated for men and then the median figure for men is subtracted by the median figure for women. This figure is then divided by the median pay figure for men and then multiplied by 100. This give you the median gender pay gap as a percentage of men's pay

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## Pay Quartiles –

Pay quartiles are used to illustrate the proportion of workers who are in the lowest and highest pay quartile at the RHS. To calculate pay quartiles, the hourly figure for all workers is listed from highest to lowest and then divided into four quarters. To calculate the proportion of women in each pay quarter, the total number of women in each pay quarter is divided by the total numbers of workers in the pay quartile. This is then multiplied by 100 to provide the percentage of women in the respective pay quartile. The equivalent is calculated for men.

As the pay gap is calculated using hourly pay figures for each relevant worker, this allows the data to be comparable across full-time and part-time workers at the RHS.

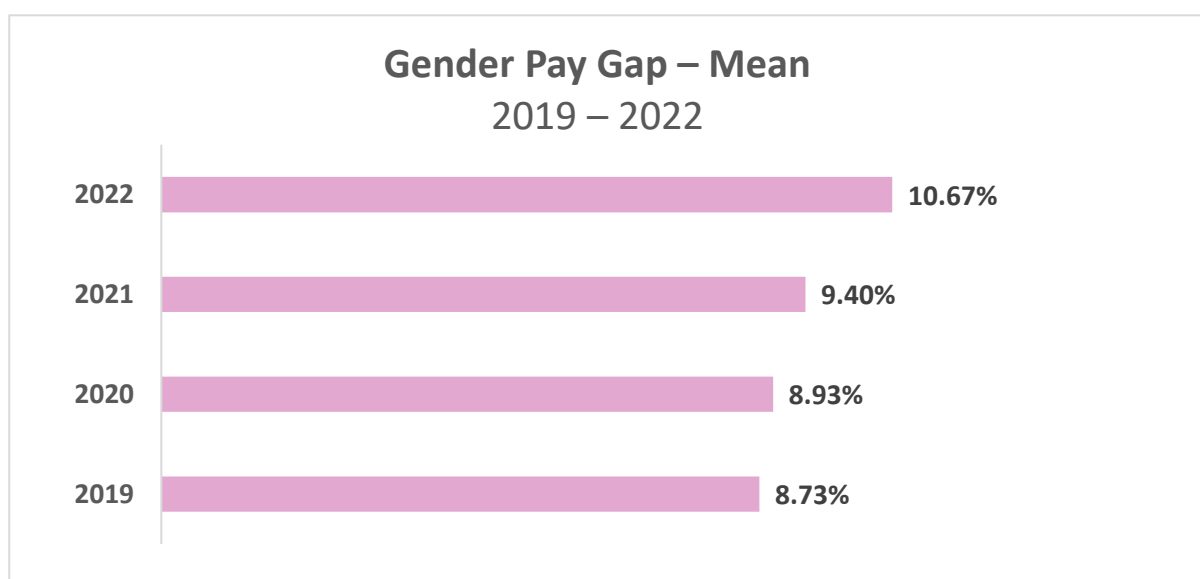
## A note on terminology

In the 2022 pay gap report, whilst the data field of 'sex' is used rather than 'gender identifier' to calculate and collate the gender pay gap data, the report makes reference to 'men' and 'women', rather than 'male' and 'female' when discussing the pay gap. The data field of 'sex' is used rather than 'gender identifier' as the disclosure rate for 'sex' is 100%, whilst disclosure rates on 'gender identifier' is currently 70%. Utilising the 'sex' data set means that we are able to use a more complete data set to calculate any pay disparities.

It is important to note that at the RHS, we recognise that sex and gender are not the same. Gender is more complex and varies depending on how one sees their gender through a range of psychosocial self-perceptions, expressions and behaviours.

## Mean gender pay gap

In 2022, the average gender pay gap between men and women was 10.67% in favour of men. Whilst this represented a 1.27% increase from the previous reporting year, it should be noted that this figure remains lower than the UK average mean pay gap which is 13.9%. Whilst the increase in the mean pay gap at the RHS in 2022 is disappointing, pay gap differences should not be examined in isolation, but rather through several years to provide a better overview of change over time.



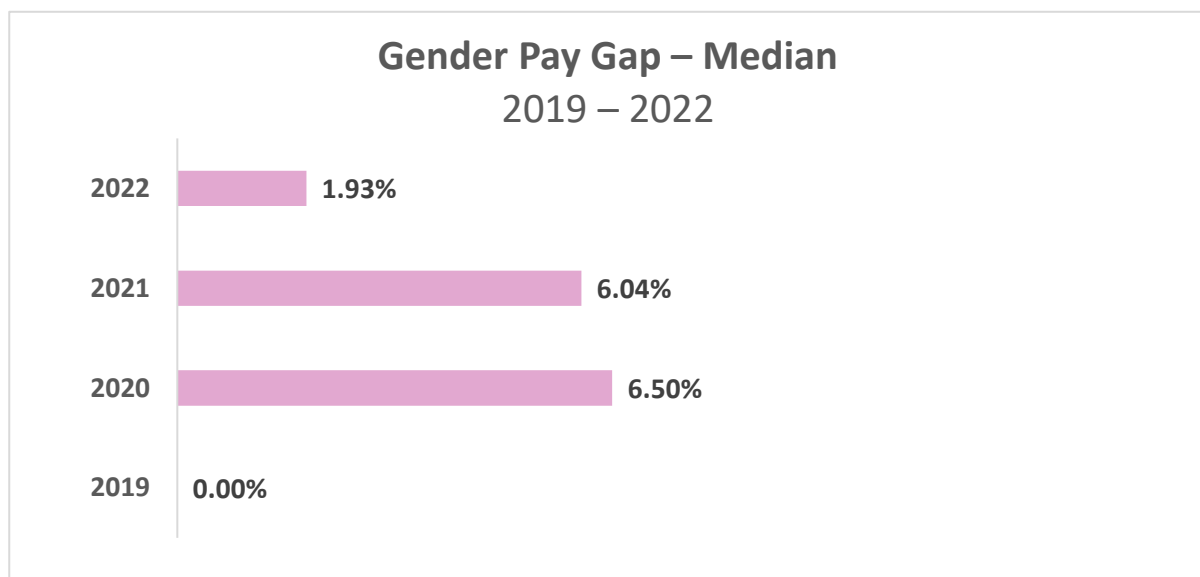
Year	Men Mean hourly pay	Women Mean hourly pay	Percentage gap (%)
2022	£18.48	£16.69	10.67%
2021	£17.66	£16.00	9.40%
2020	£16.69	£15.20	8.93%
2019	£16.04	£14.64	8.73%

RHS workforce profile: 2022 (Men: n=490, Women: n=830), 2021 (Men: n=396, Women: n=677), 2020 (Men: n=469, Women: n=767), 2019 (Men: n=396, Women: n=695)



## Median gender pay gap

Whilst the mean pay gap increased in 2022, the median pay gap represented the largest decrease. The median pay gap between men and women currently stands at 1.93%, which is 4.11% lower compared to the previous reporting year. In addition to this, the median pay difference between men and women at the RHS is well below the UK median average, which stands at 14.9%.

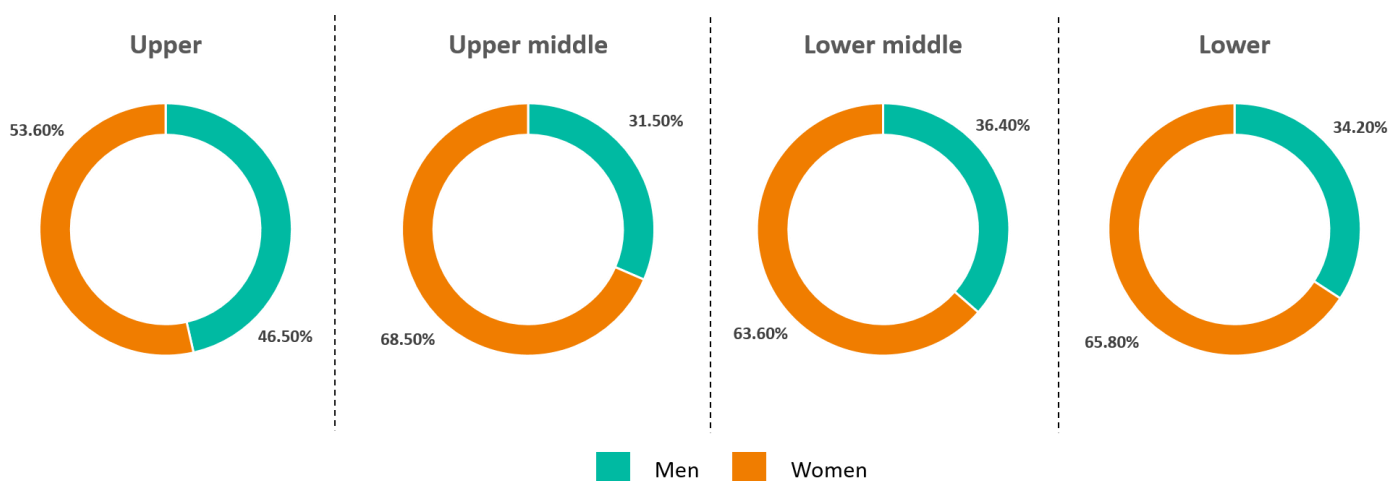


Year	Men Median hourly pay	Women Median hourly pay	Percentage gap (%)
<b>2022</b>	£14.29	£14.02	1.93%
<b>2021</b>	£14.41	£13.54	6.04%
<b>2020</b>	£14.01	£13.10	6.50%
<b>2019</b>	£12.73	£12.73	0%

*RHS workforce profile: 2022 (Men: n=490, Women: n=830), 2021 (Men: n=396, Women: n=677), 2020 (Men: n=469, Women: n=767), 2019 (Men: n=396, Women: n=695)*

## Pay Quartiles

The pay quartiles help illustrate the proportion of men and women who are in the lowest and highest pay quartiles at the RHS.



Pay quartile	2022		2021		2020		2019	
	Men	Women	Men	Women	Men	Women	Men	Women
Upper quartile	46.4%	53.6%	45%	55%	46%	54%	46.4%	53.6%
Upper middle	31.5%	68.5%	34%	66%	36%	64%	33.3%	66.7%
Lower middle	36.4%	63.6%	38%	62%	39%	61%	36.7%	63.3%
Lower	34.2%	65.8%	32%	68%	31%	69%	35.2%	64.8%

RHS workforce profile: 2022 (Men: n=490, Women: n=830), 2021 (Men: n=396, Women: n=677), 2020 (Men: n=469, Women: n=767), 2019 (Men: n=396, Women: n=695)

At the RHS, women represent the majority of the workforce and account for 62.9% of all workers in 2022. The proportional distribution of women across the pay quartiles at the RHS is reflective of the overall workforce except in the upper quartile, where the proportion of women in this pay quartile is 9.3% below the organisational average distribution of women.

Whilst the RHS employs more women than men, women account for a high proportion of traditionally lower paid roles such as catering and retail compared to senior leadership positions, which are typically higher paid and is a contributing factor to pay disparity.

## Bonus pay gap

The bonus pay gap examines all bonuses paid in the last 12 months prior to the snapshot date and the proportion of men and women who received any bonus pay. In 2022, a total of 71.2% of all men and 73.3% of all women at the RHS received a bonus payment.

## Mean bonus pay gap

The mean bonus pay gap between men and women in 2022 was 4.55% in favour of men.

## Median bonus pay gap

The median bonus disparity between men and women at the RHS in 2022 was 0%. This is because all workers received a one off bonus payment in December 2021, where the same amount was paid to all workers. This represents a significant shift in bonus pay disparity compared to the previous reporting year, where the median bonus pay gap was 42% in favour of men.

## Conclusion

Overall, the 2022 pay gap report highlights that whilst the pay gap is still in favour of men in terms of both the mean and median measure, the RHS is continuing its downward trend for the median measure. It is encouraging to observe the ongoing decrease with the median pay disparity, with the decrease from the previous reporting year to the current reporting year, representing the largest percentage drop to date.

In 2022, the pay quartiles remain largely the same, which can be attributed to the fact that women represent the largest proportion of workers at the RHS

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compared to men. Whilst there were directional shifts in the proportion of men and women across the different pay quartiles, the differences were small.

## Next steps

A feature of the RHS D&I Action Plan is on data collection, and increasing the understanding of our people has been identified as an area for improvement. Communications on the importance of data disclosure, how colleagues can do this, and how this information is used, will play an important part in the RHS' goal of becoming an inclusive and diverse organisation.

Through communicating the importance of disclosure and increasing the disclosure rates of demographic and diversity information of our people, this will enable us to have a better view of our people across the areas and functions at the RHS. Increased rates of disclosure will help us produce accurate workforce related reports that are reflective of our people, make data-informed decisions and help us understand the areas of over and underrepresentation when comparing our people to local and national demographics.

Currently, the RHS only reports on the gender pay gap as this is a mandatory requirement of all employers in the UK with over 250 employees. In the future, it is our aim to calculate and publish other pay gaps such as the ethnicity and disability pay gap. Whilst this is not currently a mandatory requirement of employers, the RHS wants to be pioneers in this space through the voluntary reporting of this to identify and understand where inequalities lie within the organisation with regards to pay. To do this, we need to better understand our people through increasing the disclosure rates of demographics and diversity data to draw meaningful conclusions, comparisons and devise the appropriate actions to address this.

