

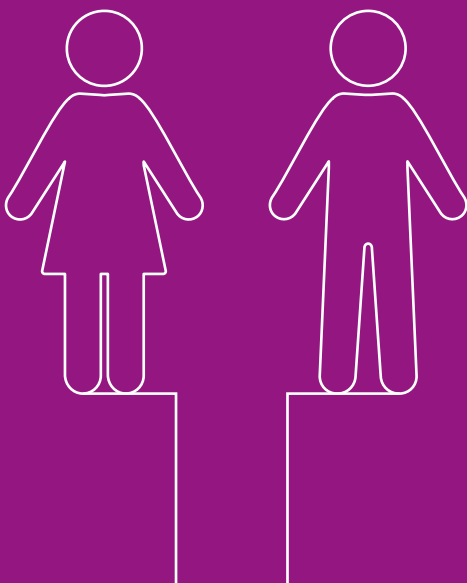
# GENDER PAY GAP REPORT 2018

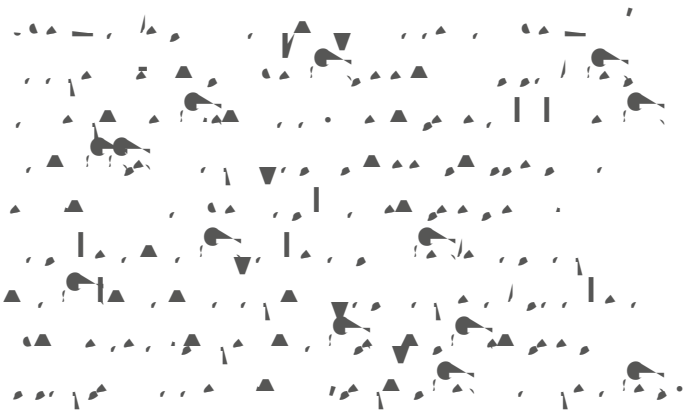


# OVERVIEW



Since April 2017, any organisation that has 250 or more employees has been required to publish and report specific figures about their gender pay gap. The gender pay gap is the difference between the average earnings of men and women, expressed relative to men's earnings. We are required to publish our gender pay gap data and a written statement on our public-facing website at:



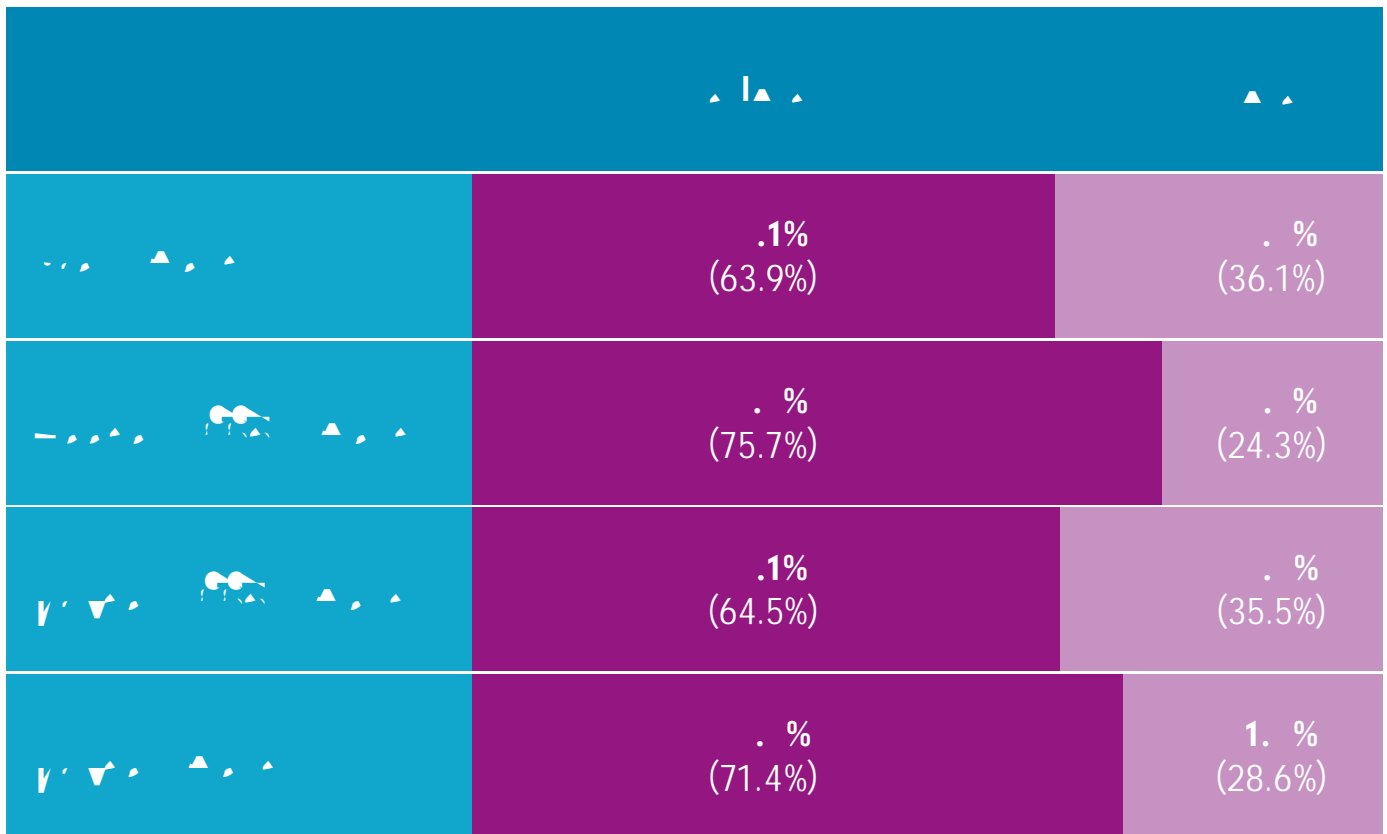


We believe that the policies and

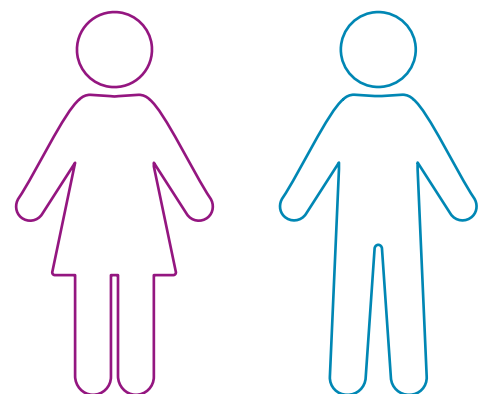




# THE PROPORTION OF MALES/FEMALES IN EACH QUARTILE PAY BAND



\*NB - For percentage figures for females and males in each quartile in 2017 are shown in brackets



# OUR DATA: THE 'MEAN' GAP



In analysing the four quartiles individually, it clear that the widest 'mean' gap remains in the top quartile. However, the differential has reduced significantly

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Although all of the 'mean' gaps within the quartiles are within our aspirational target of no more than +/- 3% of zero (excluding the top quartile), we will investigate why there has been a slight upward change in the 'mean' gap in favour men, for the Lower and Upper Middle quartiles.

We will also look at the factors that have enabled the organisation to reduce the 'mean' gap in the upper quartile since 2017, in order to maintain progress with reducing that gap further in the future.

In our last report, we cited that we had made a commitment to the development of apprenticeships opportunities for roles across our business, with a view to encouraging wider participation and new career path opportunities regardless of gender. The up-take in Apprenticeships, for both new roles and amongst existing staff has steadily started to increase since then, although three quarters of the opportunities taken up have been by men. Therefore, there is a need to identify why the opportunities available appear (on the face of it) to be less appealing to women than men. Some of this can undoubtedly be attributed to an imbalance in gender diversity in some particular areas of the business, for example IT, where the majority of staff are men and who account for a number of the Apprenticeships that have been taken up.

\*NB - National Statistics (ASHE 2017) had the 'mean' gap at 17.4%. Separately, in analysis carried out by XpertHR, the 'mean' gap for Private Sector services was 21.2% and for Professional and Business services organisations 20.6%

# OUR DATA: THE 'MEDIAN' GAP

Our overall 'median' gap is 5.3%\* (see note below) in favour of women (2.5% in 2017). We believe that this figure provides a more accurate reflection and measure of the gender pay gap in the gure





# OUR GENDER PAY GAP – CONCLUSIONS AND HOW WE PLAN TO ADDRESS IT

We are reassured that our current gender pay gap figures do not arise from men and women being paid differently for undertaking the same or equivalent work.

Regular benchmarking of roles, both internally and externally, is undertaken throughout the course of the year to ensure that salary levels are set fairly and equitably. Where any potential issues are identified and are supported by evidence, the University's remuneration committee will consider any requests for adjustments in salary to address these.

With a large proportion of our roles, the potential for variations, caused by 'time-served' is reduced, due to 'spot-rate' salaries and narrow salary bands. Nonetheless, we do know that we still have some work to do with a number of roles, where relatively wide pay ranges exist and some legacy pay differentials persist. Action was taken in 2017 and 2018 as part of the pay review process to address these issues and successful progress has been made. Further measures are planned as part of the 2019 Pay Review process to address any remaining legacy issues.

The University continues to strive to ensure that the full range of career and development opportunities are available to both men and women, on the same basis, identifying and removing any actual or perceived barriers to progression at all levels, but particularly for senior roles through appropriate interventions.

As part of our 2017 Gender Pay Gap Report and commitment to achieving change, in order to measure our progress, we committed to monitoring four key metrics. Specifically,

1. Equalisation of the ratios of men to women in all four quartiles, with a particular focus on maintaining the ratio at the top of our business to demonstrate fair and open career paths.
2. Achieve zero pay gaps (+/-3%), within each individual pay quartile.
3. Continue to develop Apprenticeship opportunities for career development.
4. Monitor the effectiveness of our recruitment methods, including advertising, to ensure that we are reaching as broad an audience as possible in terms of both women and men.



# 3

Since our first Gender Pay Gap Report in 2017, the University has pro-actively been promoting the Apprenticeship Scheme and has made significant strides in increasing the number of apprenticeship opportunities, not only for new entrants, but also for existing staff; thus providing numerous career development opportunities. However, an examination of the take-up indicates that only 23.5% of those undertaking an apprenticeship now are women. Therefore, some work is required to understand the reasons for why the take-up by women is so low, when compared with men and to identify what interventions we can put in place to improve take-up levels by women.

# 4

As part of the monitoring of the effectiveness of our recruitment practices, we reviewed eight campaigns that had run over the past 12 months. There were 102 applications for 15 roles, across the eight campaigns, of which 64.7% were from women and 35.3% from men; which interestingly almost mirrors the proportion of men and women in three out of our four quartiles. Subsequently, following shortlisting and interview, of the 15 roles, 86.7% were eventually filled by women with the remaining 13.3% being filled by men. Although there is nothing to suggest that our recruitment practices are not operating as they should, two contributing factors to the disparity (in the proportion of men and women), appear to be linked to the working pattern of some roles (i.e. FT vs PT), and to the nature of the roles themselves, which historically may have been seen as more attractive to women than men.

