

# UNIVERSITY OF ROEHAMPTON

## GENDER PAY GAP

### 1. SUMMARY

This report provides an annual analysis of pay and gender, and compares the performance of the University of Roehampton in this area to that of the whole employment market and the higher education sector.

The findings of the report confirm that, on balance, the University does pay men and women equally for equal work. The report also confirms that our gender pay gap is significantly lower than the UK and higher education sector averages. However, we remain committed to reducing the gender gap that remains.

Gender Pay Analysis	ONS Annual survey hours/earnings Whole employment market - all Sector 2017	Higher Education Sector (ONS) 2017	Roehampton 31 March 2017
Difference in Mean hourly rate of pay	17.4%	15.5%	6.58%
Difference in Median hourly rate of pay	18.4%	14.3%	5.21%

Figure 1 – Mean and Median Average Gender Pay Gap

#### 1.1 University of Roehampton's Gender Pay Gap

The University of Roehampton (UoR) has a median (all staff) gender pay gap of 5.21%. UoR have consistently reduced their gender pay gap over the last 3 years, the all staff (full time and part time) median gender pay gap has reduced from 9.77% in 2014/15 to 8.86% in 2015/16 and 5.21% in 2016/17 (data taken as at March 31 2017).

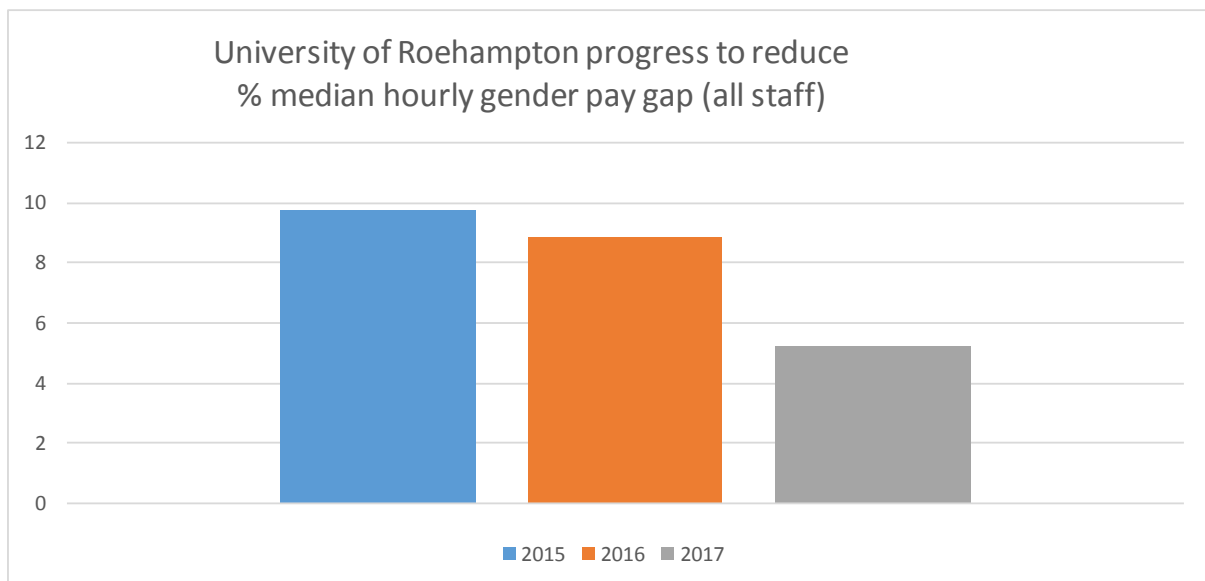


Figure 2 – UoR progress to reduce % median hourly gender pay gap (all staff)

Both mean and median average are used to calculate the average earnings of men and women. Figure 1 above provides the National, Higher Education and the University's pay gap, using both mean and median average. For the purpose of this report, we will refer to the median average gender pay gap because it reflects a picture closer to the experience of typical men and women.

To put the University's median (all staff) gender pay gap of 5.21% in context, UoR's gender pay gap is significantly lower than UK and Higher Education sector average. However, there is opportunity to continue to reduce our gender pay gap. The Equality and Human Rights Commission recommend that recurring differences of 3% or more warrant investigation and that 5% difference constitutes a significant gap. The University has analysed its gender pay gap at all levels, focusing on the groups of staff where evidence demonstrates the gender pay gap is greatest.

UoR is committed to both equal pay and reducing the gender gap, both deal with the disparity of pay women receive in the workplace yet they are two different issues:

- Equal pay means that men and women in the same employment performing equal work must receive equal pay, as set out in the Equality Act 2010.
- The gender pay gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.

## **1.2 Interpretation of the University's Gender pay gap**

The University has found that, on balance, it does pay men and women equally for equal work. Women make up 62% of the University's staff population.

The University operates the Higher Education Role Analysis (HERA) job evaluation scheme which enables it to value and position work of equal value within the appropriate pay grade. The University operates the higher education 51 point single pay spine, negotiated nationally by the Joint Negotiating Committee for Higher Education Staff (JNCHES). The University does not offer a bonus scheme. The University has 10 pay grades and each pay grade has within it, on average, 5 of the 51 incremental spine points. The difference in hourly earnings between the bottom and the top of each grade is, on average 9.5%. The design of the pay grades was subject to local negotiation with Unions at the time HERA job evaluation and the 51 point pay spine were implemented in the Higher Education sector.

The University's median gender pay gap of 5.21% is largely due to an individual's position in the grade associated to their role, when compared to another individual who has greater experience and length of service in that role. Where a grade structure with incremental spine points is in place, the University may not always have an equal representation of men and women on every spine point within every grade at any single point in time, however, there is always room to examine and improve culture, systems and processes to further support our commitment to employing, developing and rewarding our staff fairly and appropriately.

UoR are committed to the principle of equality for all staff and is committed to reducing the University's Gender Pay Gap. As such the University:

- Carries out bi-annual equal pay analysis for all staff groups reflecting all protected characteristics, including gender
- Monitors the impact on pay equality during pay review exercises
- Evaluates job roles and consistency within pay grades to ensure a fair pay structure
- Is creating an evidence base to identify barriers to gender equality and inform priorities for action:
  - The University is currently working towards its Athena Swan Bronze Accreditation which it is seeking to achieve in 2018. Athena Swan has provided a helpful framework within which to

examine the University's progress towards providing a workplace which is attractive and supportive to all.

- The University monitors its culture and support for personal development using its staff survey, putting in place targeted departmental action plans. The University has also been reviewing all of its relevant procedures to strengthen and encourage inclusive behaviour
- Has clear recruitment and starting pay guidelines for all staff groups and clearly articulates its expectations for progression and promotion within its academic roles. Starting salaries, progression and promotion are in place and monitored for our administrative and support roles, albeit the academic career pathway is currently more structured.
  - The University monitors recruitment, progression and promotion activity to assess impact in relation to different staff groups/protected characteristics. Annual reports are shared with Staffing Group, Equality, Diversity and Inclusion Group and Committee, along with Council.
- Runs Equality and Diversity Training for new staff within their Induction program and staff are expected to renew their training every three years to ensure they remain up to date with current thinking.
- Has enhanced its maternity pay benefits in 2016. The University now provide maternity pay equivalent to 18 weeks full pay and an additional 8 weeks half pay.

### 1.3 The proportion of University's employees in each quartile pay band

The University's population comprises 38% male and 62% female staff. Figure 3 demonstrates a variance of 6% in the lower middle pay quartile (2<sup>nd</sup> Quartile) in favour of female staff. The 2<sup>nd</sup> quartile mostly reflects entry level administrative posts. The University will explore this finding further and look to understand what steps could be taken to increase male representation over time. The higher quartile has a variance of 4% in favour of male staff. The higher quartile reflects senior management posts which will be explained in more detail in section 2.1 of this report.

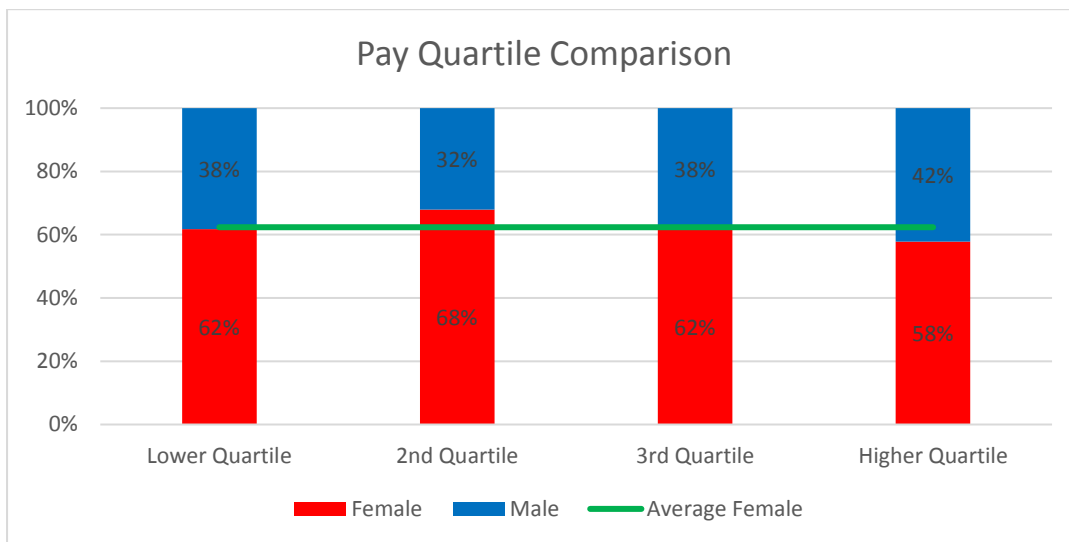


Figure 3 Pay quartile comparison

## **1.4 Recommendations:**

Having undertaken an analysis of the institution's gender pay information, it is recommended the University prioritise the following actions in 2018:

1. Develop an all-encompassing set of University pay principles and frameworks by October 2018. At present elements of pay guidance and process are contained within a specific activity, for example starting pay is referred to in Recruitment and Selection Guidance.
2. Work to improve gender representation in specific roles/grades in our Estates and Facilities department and our entry level administrative roles, using role design and seeking to make roles more attractive and accessible to both genders by March 2019.
3. Explore alternative job evaluation arrangements and pay benchmarking for posts exceeding national Higher Education 51 point Pay Spine by October 2018.

## **2. ADDRESSING THE GENDER PAY GAP**

The University will seek to continue to reduce its gender pay gap, using the following strategies, systems and processes:

- Considering barriers to accessing development and promotion for all staff and addressing them wherever possible.
- Effective job evaluation.
- Management and monitoring of:
  - starting pay, market supplements/recruitment and retention (and other) allowances
  - Encouraging promotion and monitoring of promotion/progression
- Ensuring there is a clear pay framework for determining pay for senior staff who are paid outside of the 51 point pay spine, including Professors and Senior Managers.

The University's starting pay guidance requires that all new staff will start at the bottom spine point of the grade unless evidence can be provided to demonstrate the individual has relevant experience to justify starting at a higher spine point (often referred to as "objective justification"). Detailed analysis has taken place to examine pay for all individuals where their position within the grade was higher than expected when considering their UoR start date. In all cases there was a justifiable reason i.e. evidence of additional experience/prior salary in previous, relevant, roles.

The University recently held focus groups to explore how it could improve women's experience in our university, the focus groups articulated the following:

- Participants could not identify a direct root cause from within the University's practice which they felt caused differentiation in pay.
- However, participants did feel the University would benefit from doing the following:
  - Enhancing support for women returning from maternity
  - Introducing gender blind promotion and recruitment processes
  - Promoting management/junior staff mentoring programmes and specific training
  - Providing more careers advice and guidance for PhD students

### **2.1 Improve transparency of decisions relating to pay for senior roles**

Analysis undertaken in 2017 demonstrates that while job evaluation is effective in supporting equal pay for staff with any protected characteristic(s) including gender, that our evaluation becomes more challenging to evidence once an evaluated grade falls outside of the University's (and the sector's) 51 point pay spine.

Whilst there is no evidence, without objective justification, of a specific gender pay concern for these staff, it would enable greater transparency if the university utilised a job evaluation scheme designed specifically for cross sector senior corporate roles and employed a mechanism for transparent robust assessment of appropriate market pay rates for the roles. Figure 4 below demonstrates that when senior managers and professors are removed from the University's gender pay gap analysis, the University's gender pay gap falls to below 3%.

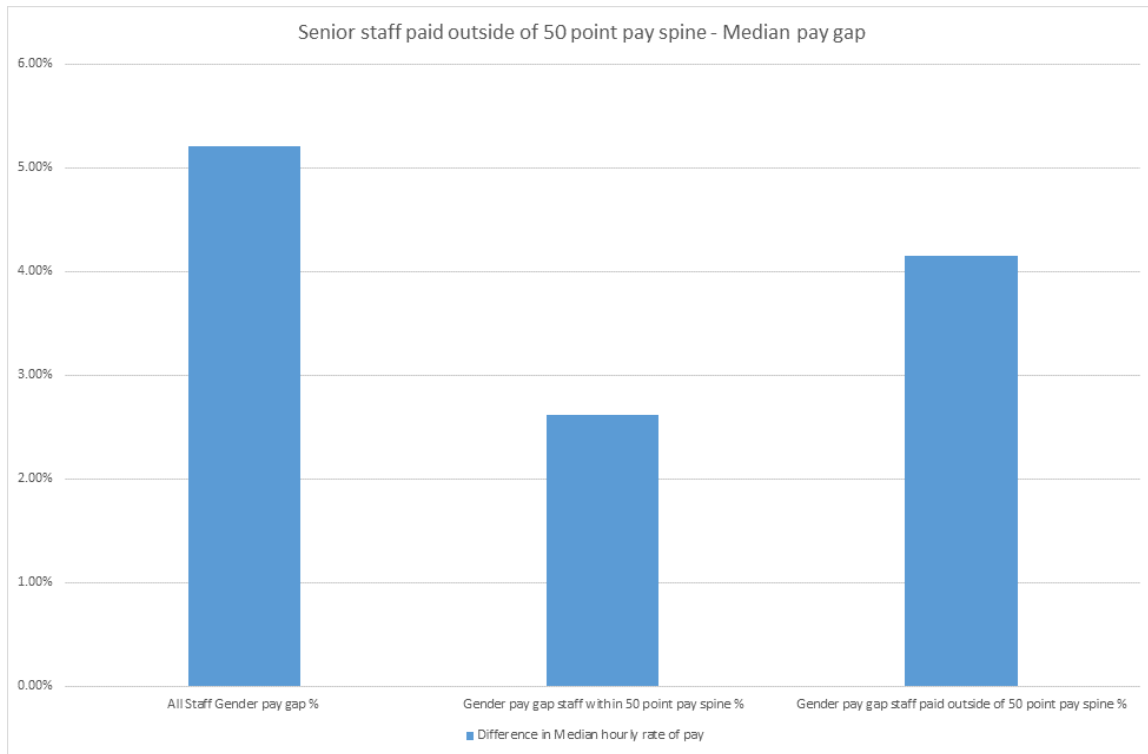


Figure 4 – Gender pay gap shown separately for senior managers and other members of staff.

The University, already employs more women professors than men and the proportion of women undertaking professorial and principal lecturing roles has been increasing year on year. The University is conscious that to continue to attract world class talent it has to provide an attractive salary, to compete with its national, european and international competitors. Professorial pay is determined taking into account the quality, prestige and reputation of an individual's research along with their expected contribution overall to the University and its community. Historically, and for ongoing societal reasons, male professors may join us having previously earned a higher salary than their female counterparts. The University is committed to keeping professorial pay frameworks under review and considering what, if any, targeted action it should take.

## 2.2 Work to improve gender representation in specific roles/grades

When looked at in more detail the difference within the lower middle pay quartile reflects that there are fewer male staff undertaking entry level administration roles. We also know that within our lowest quartile the University employ a greater number of grade 1 female domestic assistants and more grade 3/4 male security and caretaking staff.

The University will undertake a piece of work to explore potential strategies to rebalance gender representation across identified roles during 2018/19.

**The information within this report has been confirmed as accurate and its interpretation reviewed by the University's Council.**