



UNIVERSITY OF EXETER GENDER PAY GAP REPORT 2017



UNIVERSITY OF EXETER GENDER PAY GAP REPORT 2017

The University of Exeter has a long-standing commitment to promoting equality, diversity and inclusivity. We believe that the diversity of our community is an essential part of our values and enriches employment, research, studying and learning experiences. We are continuing to take active steps to develop an environment which promotes equality of opportunity and values diversity for staff and students.

Our equality, diversity and inclusivity aims apply to all staff and students whatever Protected Characteristic they may have, but we recognise that women have traditionally faced particular challenges in developing careers in higher education.

We are implementing gender equality initiatives which are developing a working and learning environment where women are supported to develop their careers.

Our gender equality actions have resulted in the proportion of Professors who are women increasing from 17% in 2012 to 27% today and the proportion of women on the University's Executive Group rising to 29%. Female staff were the main beneficiaries of our decision to introduce the Living Wage in 2014. We have initiated a range of programmes to support our female staff in the development of their careers at the University.

Our gender equality initiatives have been recognised by the Athena Swan accreditation for all our Science, Engineering, Mathematics and Medicine disciplines.

While progress has been made, we recognise that there are further steps we can take. We welcome the contribution which statutory Gender Pay Gap Reporting will make as an additional measure to assess the progress of our gender equality initiatives.

This report explains the University's Gender Pay Gap and summarises the actions which we are taking to address this.

Left: Linda Peka, Chief College Operations Officer and Executive Lead for Equality, Diversity and Inclusivity.

Right: Jacqui Marshall, Deputy Registrar and Director of People Services and Global Partnerships.



OUR RESULTS 2017:

UNDERSTANDING THE GENDER PAY GAP



The University conducts an equal pay review every two years to ensure that we are paying equal pay for work of equal value. Successive reviews have shown **no significant differences** between the average pay of men and women in each of the grades B to H and Professor Bands 1, 2 and 3.

The graphic below illustrates the Gender Pay Gap. One of the main reasons for the gender pay gap in organisations is that men are more likely to be in senior roles.

The University of Exeter's distribution of men and woman at each grade is shown on page 6.

**Pay
Seniority**



Number of Jobs



Equal pay means men and women are paid the same as each other.

The gender pay gap measures the difference between the average pay of men and the average pay of women – regardless of the jobs they do – across the whole of the organisation they work for.

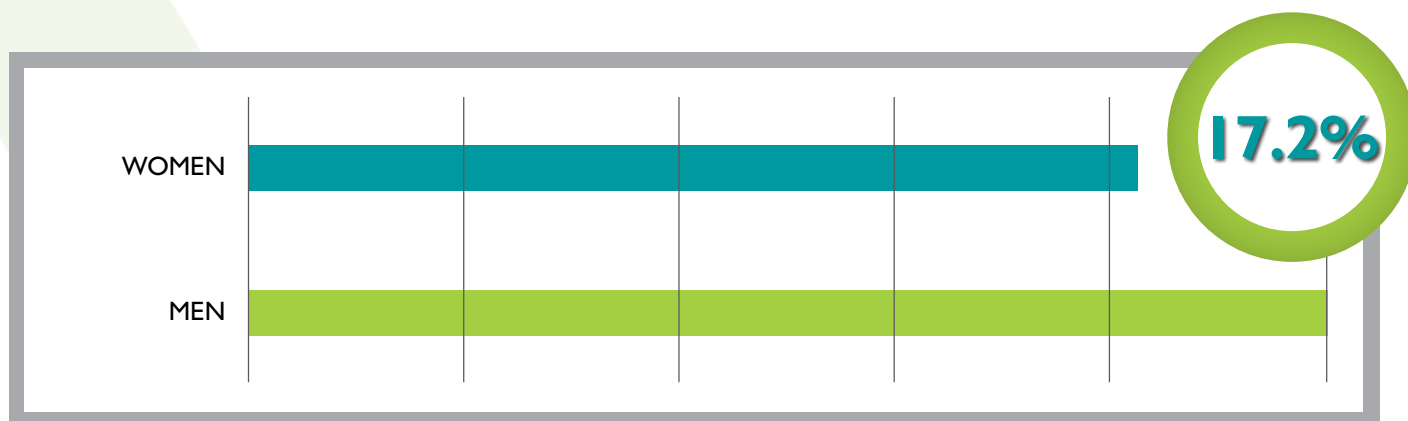
In summary, the gender pay gap is different from equal pay which compares the pay of men and women carrying out jobs at the same grade in the organisation they work for (ie jobs which have been evaluated as work of equal value).

OUR RESULTS 2017:

GENDER PAY FIGURES

The graphs below shows the median and mean¹ hourly gender pay gap for employees and casual workers at the

University of Exeter as of the snapshot date of 31 March 2017 based on the Government's methodology.



The **median** hourly rate of our female employees is **17.2%** lower than the hourly rate of our male employees.



The **mean** hourly rate of our female employees is **21.1%** lower than the hourly rate of our male employees.

¹ The Government requires employers to publish two types of average for the gender pay gap. The mean involves adding up all of the numbers and dividing the result by how many numbers were in the list. The median is the middle number in a group of numbers listed by size: it is the number which is in the middle of the list so that 50% of the numbers are above and 50% are below the median.

The two different types of average give a more balanced overview of an employer's gender pay gap. The mean gives a helpful overall indication of the gender pay gap, but very large or small pay rates or bonuses can distort the figures. The median gives a more general indication of the situation without these distortions.

OUR RESULTS 2017: PAY QUARTILES



Unlike equal pay, which refers to paying a man and a woman the same amount for the same, or similar work, the gender pay gap is the difference in the average pay

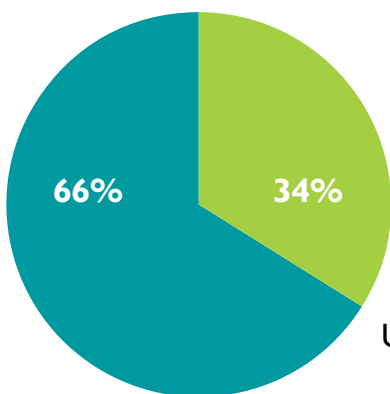
of all men employed in an organisation and the average pay of all women employed by the organisation.

The charts below illustrate the gender distribution across the University in four equally sized quartiles² based on the Government's methodology.

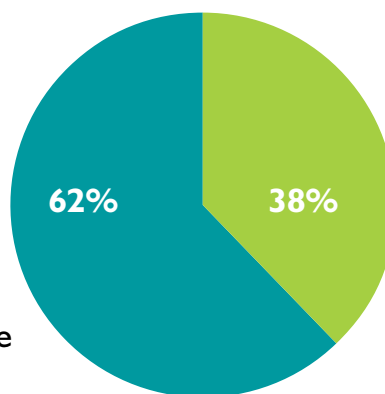
Female

Male

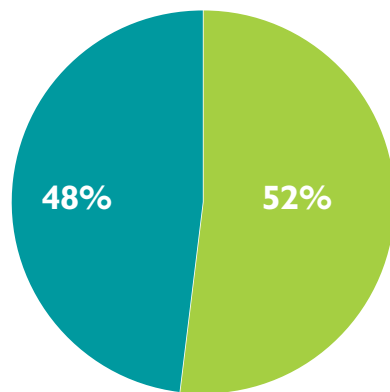
Lower Quartile



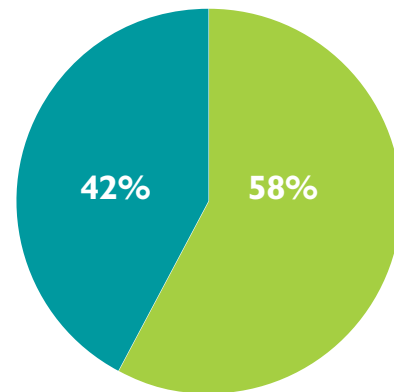
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



² The Government's methodology requires employers to show the proportions of male and female employees in four quartile pay bands. All employees are listed by their rate of pay, from

the lowest to the highest, and then the workforce is divided into four equal parts. Finally, the proportion of male and female employees in each quartile band is calculated.

OUR RESULTS 2017:

PAY QUANTILES

Our analysis of our University level gender pay gap shows that it is largely driven by the fact that there are currently more men than women in senior, higher-paid roles within the University, while there are more women than men in less senior roles.

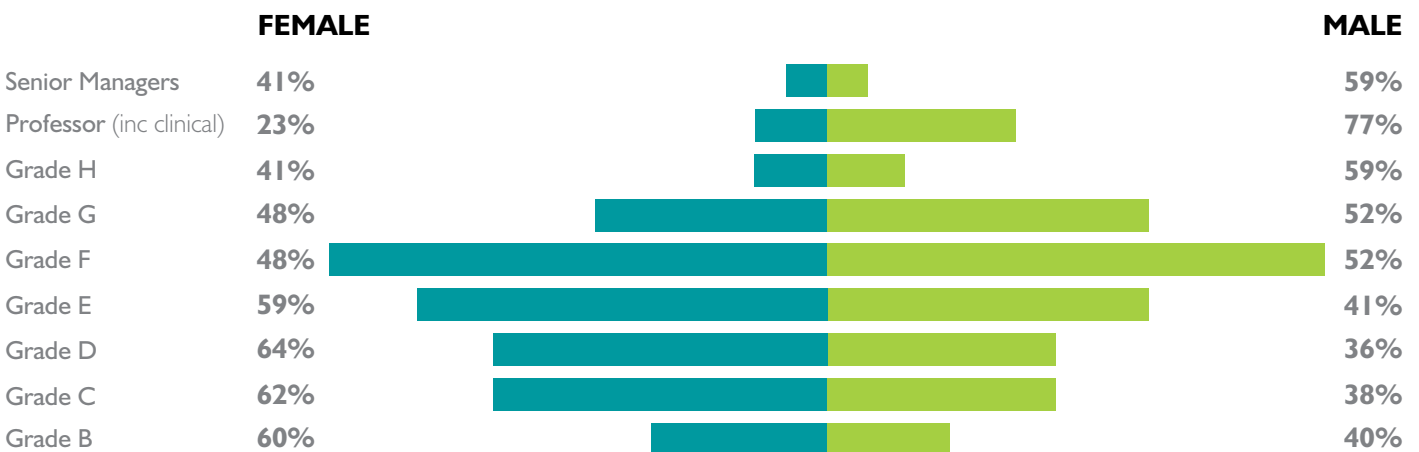
The distribution of men and women between each of the University's main grades as of the snapshot date of 31 March 2017 is shown in the graph below. While the balance between men and women is approximately even in Grades F and G, it will

be noted that women are over-represented in Grades B to E and they are under-represented in Grades G and H and at Professorial level.

The University is committed to addressing the gender imbalance in senior roles. We have made significant improvements at Professor level and in March 2018, 27% of our Professors were female. Elsewhere in this report, we have summarised the other steps we are taking to increase the representation of women in senior roles. This is an important priority for the University.

Our analysis shows that approximately 2% of the University level gender pay gap is a consequence of pay decisions (including decisions on starting salaries, additional allowances paid to some employees and where employees are paid in their grade).

We will continue to monitor and review our reward policies and practices and challenge pay decisions to ensure that they are justifiable and unrelated to gender.



The different sizes of the bars in the graph above represent the actual number of staff in each grade. For example, Grade F is the largest grade and (in March 2017), 52% of staff in Grade F were male and 48% were female.

OUR RESULTS 2017:

BONUS INFORMATION



The University agreed a new Reward Strategy in 2014 following a review of the University's reward policies and practices. The University's Reward initiatives are intended to reward excellence and competency which contribute to key University strategies by applying a consistent framework to reward which recognises different staff categories. The Strategy reinforces the embedding of equality in our approach towards reward.

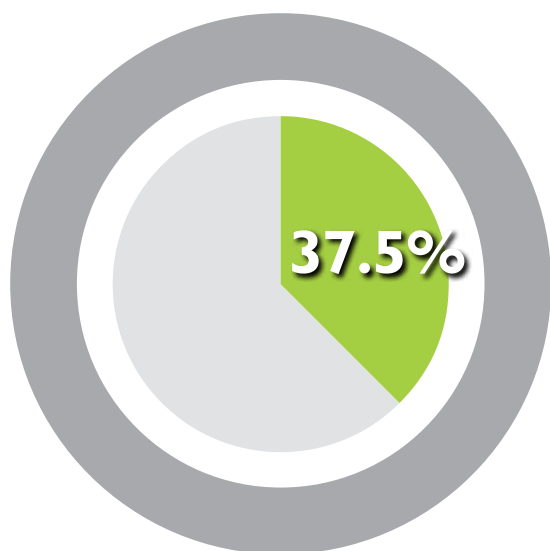
We regularly review our performance reward arrangements to ensure they comply with our equality standards.

Senior managers are rewarded through the Executive Performance Reward Scheme which recognises both institutional performance, subject to the University achieving a range of stretching institutional targets (since all senior managers have a shared responsibility in the success of the University) and the achievement

of stretching personal performance objectives, including how these are achieved, as well as what is achieved. Professors can be rewarded by non-recurrent awards in the Professorial Review process and the Above and Beyond recognition scheme rewards the contribution and performance of all other staff. Academic staff who engage in consultancy on behalf of the University may also receive a share of the income.

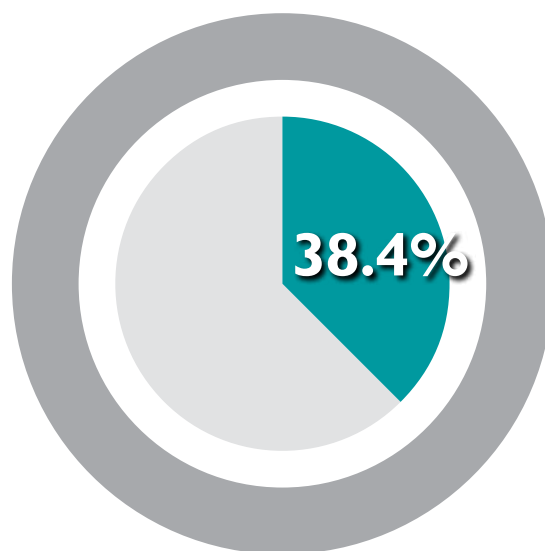
The graphs below show the proportion of staff who received a performance related award in the period April 2016 to March 2017.

MALE



37.5% of male employees received a performance-related award.

FEMALE



38.4% of female employees received a performance-related award.

The graphs below show the median and mean “bonus gap” at the University of Exeter in the period April 2016 to March 2017.



The **median** cash value of “bonus” payments received by female employees is the same as the cash value of “bonus” payments received by male employees.



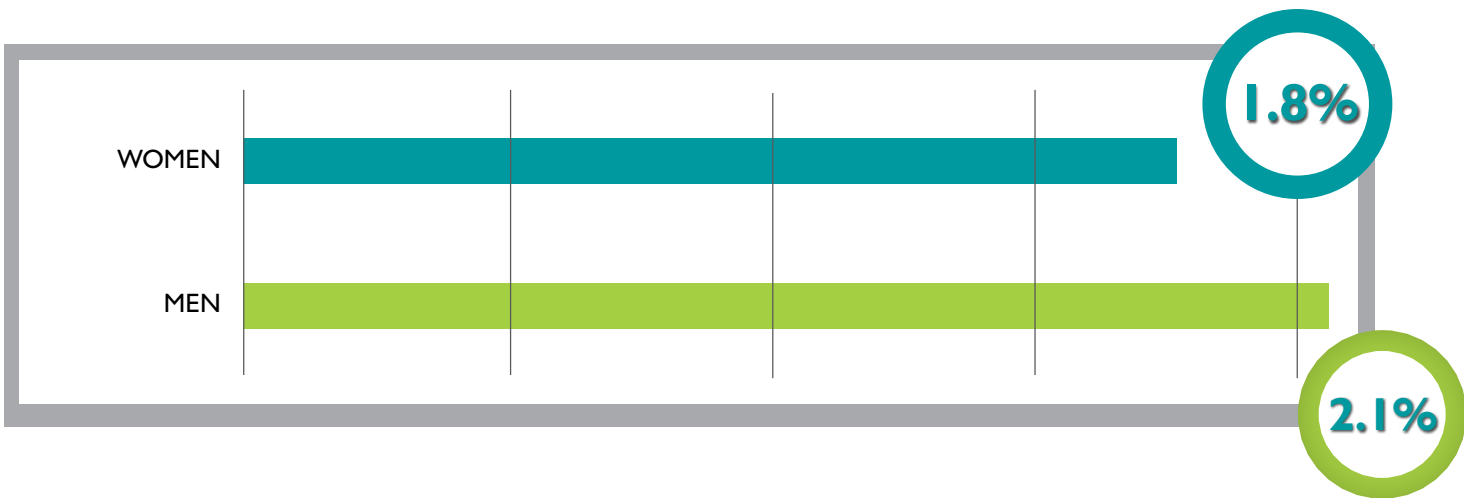
The **mean** cash value of “bonus” payments received by female employees is 54.6% lower than the cash value of “bonus” payments received by male employees. Excluding Clinical Excellence Awards (which are controlled by the NHS and not the University), the bonus gap figure is 41.9%.



Our analysis shows that, when “bonus pay” is assessed as a proportion of employees’ salary, the mean value of “bonus” payments (excluding Clinical Excellence Awards, which are controlled by the NHS and not the University)

received by female employees, as percentage of their salary, is 1.8% compared to 2.1% for male employees (see graph, below). This means that the primary reason for the “bonus gap” is the same as the reason for the

gender pay gap, since performance rewards are generally a proportion of salary – namely that, on average, men are paid more than women.



There are four main types of payments which are included in the bonus gap figures:

	Mean value of payment as percentage of salary made to:	
	Female	Male
The Above and Beyond recognition scheme celebrates the excellent contribution our staff make to the success of the University through the award of in-year bronze, silver and gold awards.	1.6%	1.4%
The Executive Performance Reward Scheme provides for members of the University Executive Group, College Executive Groups and Directors of Professional Services to be rewarded for the achievement of institutional and personal performance targets linked to University strategies and goals.	11.4%	10.6%
Other reward arrangements including payments from institutional consultancy.	7.8%	7.9%
Clinical Excellence Awards are awards made by the NHS to Clinical Consultants. Decisions are made by an independent NHS body and the awards are funded by the NHS, not the University.	9.8%	37.0%

CLOSING THE GAP:

STEPS THE UNIVERSITY IS TAKING TO ADDRESS THE ISSUES

Our vision is to create a positive, inclusive working environment which is a great place to work. We have been working on programmes to develop female careers such as Athena Swan for several

years and each year we add additional programmes based on feedback from our employees on what would help to support them to progress in their career.



Developing Aspirations for Senior Roles

Promotion workshops to clarify the promotion process for academic staff and share the experiences of recently promoted staff.

Continue to support the Leadership Foundation programme, Aurora, for academic and Professional Services Employees.

Offer the Springboard development session for all staff.



Supporting Each Other to Thrive

Academic Women Group – a forum for women to come together to discuss their latest research, teaching and experiences.

Women of Influence – a network for alumni and others affiliated with the University to discuss the latest sector and industry thinking on gender equality, careers and promotion and to create links with partners who can offer experiences and job shadowing opportunities to our employees.

Building on the success of the “one step beyond” mentoring scheme in two STEMM Colleges, a university wide mentoring scheme for all academic staff will be developed in 2018/19.



Being creative with our ways of working

Greater promotion of job sharing and part-time working to increase the number of opportunities advertised on this basis.

Following the success of an initial trial, we will run an extended trial of blind shortlisting for Professional Services recruitment.



Providing New Experiences

Creating additional opportunities for women to gain experience in senior level decision making both within the University – through representation on interview panels, committees and working groups – and externally through membership of governing bodies and generating links with industry to provide shadowing and work placement opportunities at a senior level.



Family Friendly

We are committed to providing a workplace that is family friendly and are further developing our support for academic staff returning from maternity, adoption or shared parental leave, to enable them to invest time in their research, by adjusting other elements of their academic workload.

Parents and carers network – offering discussion and support to each other and a voice to influence the shape of future initiatives.

We have made significant improvements to our support to staff taking maternity, adoption and shared parental leave, extending the paid leave to 26 weeks from the first day of employment.

For more information about equality, diversity and inclusion at the University of Exeter see www.exeter.ac.uk/staff/equality



For more information contact:
equalityanddiversity@exeter.ac.uk
or visit: www.exeter.ac.uk/staff/equality

