



UNIVERSITY OF EXETER GENDER PAY GAP REPORT 2018



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I am pleased to introduce the University of Exeter's second Gender Pay Gap report.

The University of Exeter has a longstanding 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.

In the last year, we were delighted to be awarded Athena Swan Silver institutional accreditation. This sits alongside our existing Athena Swan accreditations for all our Science, Engineering, Mathematics and Medicine disciplines. It recognises the excellent progress we have made to improve career opportunities for women and work towards increased gender equality.

We are pleased that the gender pay gap at the university has reduced over the last year from 17.2% to 16.0% (median) and 21.7% to 19.6% (mean).

While progress has been made, we recognise that there are further steps we can take. 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 28% in March 2019 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. In the last year we have introduced improved benefits for women on maternity and adoption leave and improved shared parental leave and increased paternity leave to support the sharing of parental responsibilities in the early months of a new baby's life.

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 and Andrew Johnson Assistant Director of People Services (HR Policy and Reward).

OUR RESULTS 2018:

UNDERSTANDING THE GENDER PAY GAP



The **median** hourly rate of our female employees is **16.0%** lower than the hourly rate of our male employees.

The **mean** hourly rate of our female employees is **19.6%** lower than the hourly rate of our male employees.

These figures include both employees and casual workers at the University of Exeter as of the snapshot date of 31 March 2018 based on the Government's methodology.

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.

The University regularly conducts an equal pay review 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 data for March 2018 is shown in the table below.

| Table 7: equal pay data for March 2018 | Mean pay gap | Median pay gap |
|--|--------------|----------------|
| Grade B | 2.3% | 0.7% |
| Grade C | 2.8% | 1.0% |
| Grade D | 1.6% | 1.6% |
| Grade E | 1.5% | 0.6% |
| Grade F | 0.9% | 0.3% |
| Grade G | 0.9% | 2.7% |
| Grade H | -1.1% | 0.0% |
| Professor Band 1 | 0.3% | -1.4% |
| Professor Band 2 | 1.2% | 0.0% |
| Professor Band 3 | 0.9% | 4.1% |
| Professor Band 3 | 0.9% | 4.1% |

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. 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).

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 5.

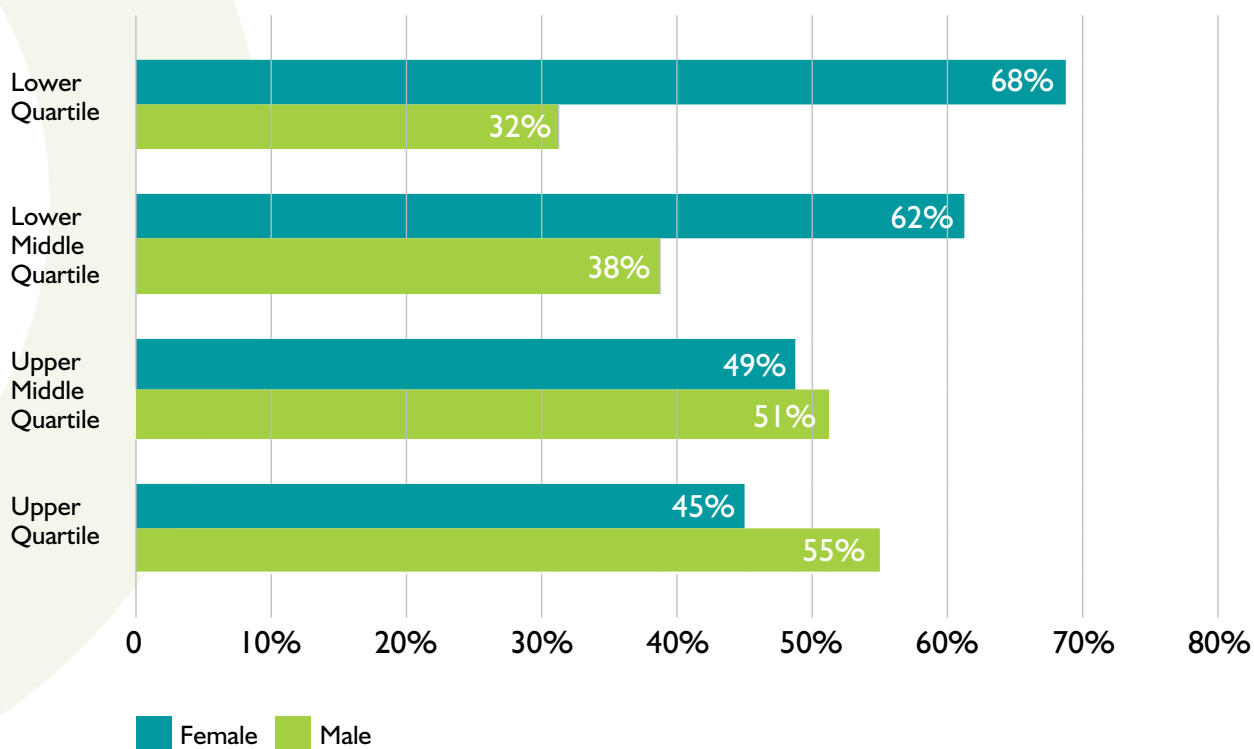
OUR RESULTS 2018:

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 quartiles¹ based on the Government's methodology.

The charts below illustrate the gender distribution across the University in four equally sized quartiles¹ based on the Government's methodology.



¹ 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 2018:

PAY QUARTILES

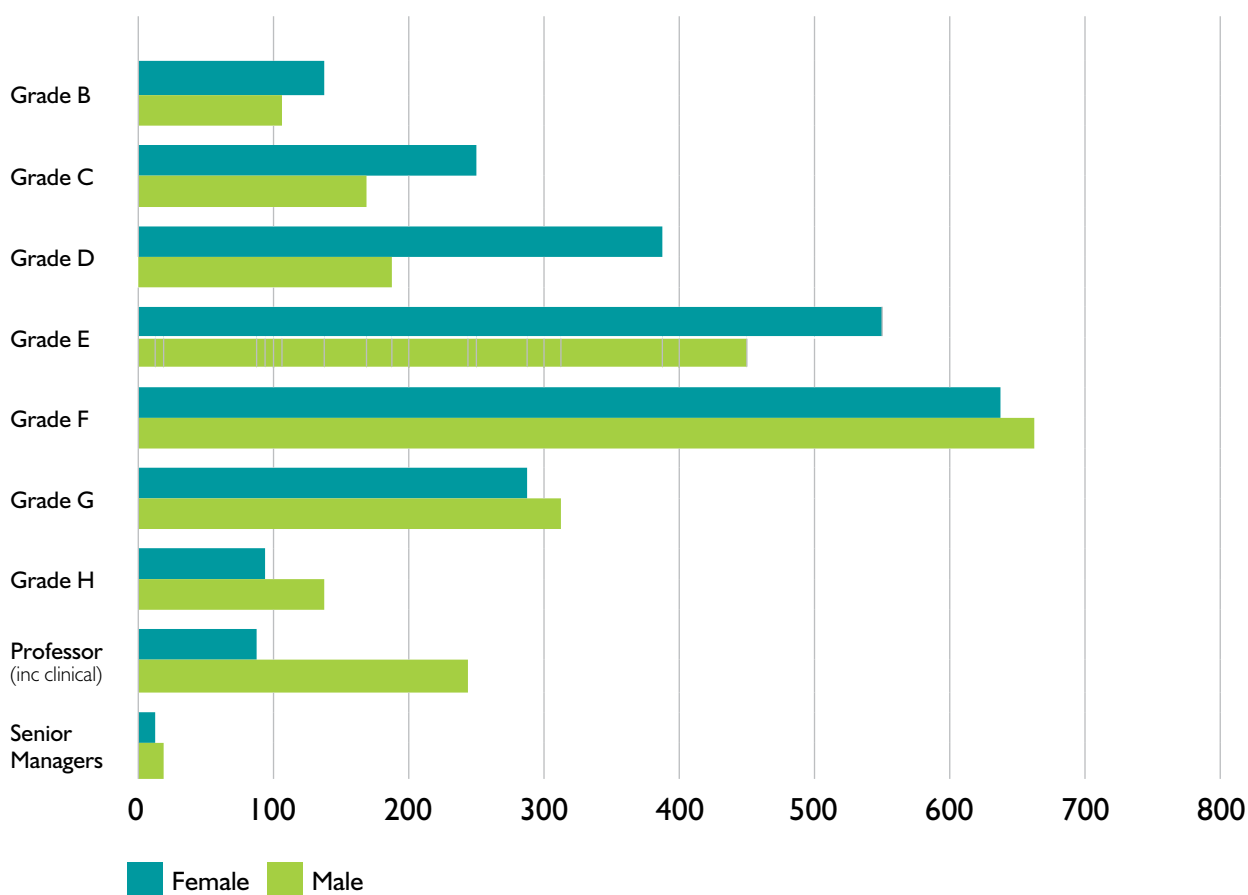


Our analysis of our University level gender pay gap shows that it is largely driven by the fact that there are currently more men than women in senior, higher-paid roles within the University, while there are more women than men in less senior roles.

The distribution of men and women between each of the University's main grades as of the snapshot date of 31 March 2018 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 overrepresented in Grades B to E and they are under-represented in Grade 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 2019, 28% 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 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.



OUR RESULTS 2018:

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.

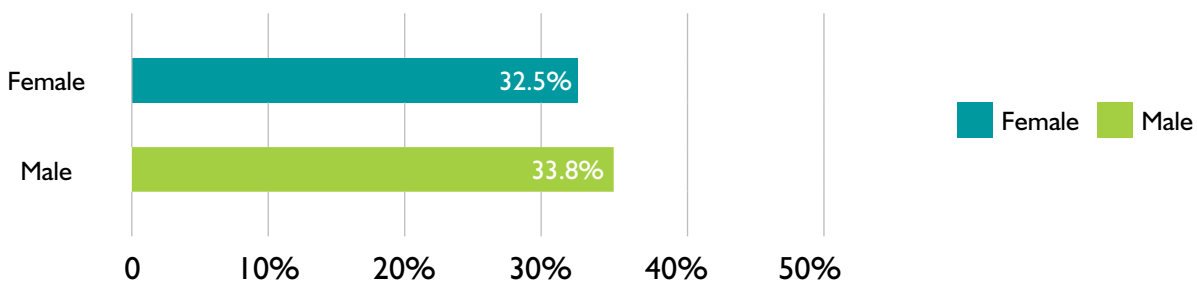
We regularly review our performance reward arrangements to ensure they comply with our equality standards.

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 graph below show the proportion of staff who received a performance related award in the period April 2017 to March 2018.

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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 **56.7%** 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 **42.9%**.

OUR RESULTS 2018:

BONUS INFORMATION



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 a percentage of their salary, is 1.9% compared to 2.1% for male employees. 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.

The table below shows the payments for the four main types of payments which are included in the bonus gap figures as a percentage of pay for men and women.

| | Mean value of payment as a percentage of salary | |
|--|---|-------|
| | Female | Male |
| All Bonus Payments including Clinical Excellence Awards. | 1.9% | 2.5% |
| Bonus Payments excluding Clinical Excellence Awards. | 1.9% | 2.1% |
| 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% | 1.7% |
| 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. | 8.6% | 10% |
| Other reward arrangements including payments from University consultancy. | 5.3% | 9.3% |
| 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% | 34.9% |

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.

Based on feedback from our employees, each year we add additional programmes to help female staff to progress in their careers.

ACHIEVEMENTS



Developing Aspirations for Senior Roles

Our promotion workshops, which clarify the promotion process for academic staff and provide an opportunity for staff preparing for promotion to hear the experiences of recently promoted staff, have been very successful in facilitating the promotion of female academics. (In the academic year 2016/17 and 2017/18, over 100 female staff have been promoted through our updated academic promotions process.) We will continue to run these workshops in Colleges.

We are continuing to invest in the career development of women through sponsorship on the Aurora career development programme. In the 2018 – 19 academic year, we are supporting 40 female delegates through the Aurora programme, four times the number of participants in 2016 – 17. Over 100 female staff have participated in Aurora in the last five years.



Family Friendly

We have extended the period of paid leave at full pay to 26 weeks for employees taking maternity leave, adoption leave and shared parental leave.

We have introduced a University-wide framework to support academic staff taking maternity, adoption and shared parental leave, to ensure that early conversations take place about the support they will need on their return to work.

We have launched a new Parents' and Carers' Network and held a number of successful, well-attended meetings. We will continue to support a programme of events to support women at the University.



NEW INITIATIVES



Supporting Each Other to Thrive

Building on the success of pilot programmes in two Colleges, we will be implementing a University-wide mentoring scheme for staff during 2019, which will support staff to achieve their career aspirations.



Work Environment

We have developed guidance for staff and managers to support staff experiencing menopause symptoms. We are also piloting training and support programmes and will be rolling out a programme of support in the 2019/20 academic year.



Inclusivity groups

Following the creation of Inclusivity Groups in each of our six Colleges in 2018, an Inclusivity Group for Professional Services is being established. All Inclusivity Groups are developing action plans to complement the University Gender Equality Action Plan.



Being creative with our ways of working

We are developing plans to more effectively promote job sharing and part-time working and to increase the number of opportunities advertised on this basis.



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

