

Gender Pay
Report 2018

Gender
Pay

I Introduction

The University of Hertfordshire is committed to being a fair employer. It is also a supportive and rewarding place in which to work. In line with our strategic vision, we place great importance on attracting and developing the outstanding people who work at the University. We look to both recognise and reward their contributions. We will continue that work now by taking into account and addressing the findings in this initial report on our gender pay gap.

The gender pay gap and equal pay are different things. Equal pay relates to equal pay for the same or similar work whereas the gender pay gap measures the difference in average pay between women and men and is impacted by the number of women and men in different roles in an organisation.

In gathering the data for this report, the University is continuing to take important steps to gaining a clearer picture of both our own position and the complex range of factors which can contribute to a gender pay gap over time.

We want to treat our employees fairly and be open with them. We know that this is vital if we are to continue to attract, develop and retain the widest range of talent available. We understand

that any pay gap – but especially one which is not seen to be actively addressed – has the potential to impact negatively on us as employer and on our workforce.

We are continuing to support the progression of female academic staff into senior levels, and this has been recognised in our Athena Swan accreditations at both institutional and School levels. We have recorded high levels of engagement in our latest staff survey. We demonstrate strong values and we prize collegiality. We are successful in what we do.

We recognise that differences in pay connected to gender (and other protected characteristics) must be addressed. We will work across the University to address those gaps.



Understanding our pay gap

The University has a pay gap and we are committed to closing it. Tackling the pay gap is an important part of our commitment to equality and diversity, as well as to transparency and openness within the University.

The factors behind both our gender pay gap and our bonus pay gap are both current and historic. Some are specific to the University; for example, our teaching legacy lies in subjects where women have been less well represented. Some factors are common to higher education as an employment sector; for example, the career progression of academics typically depends on a sustained period spent developing a research portfolio. As well as teaching and research, we operate a complex range of services and employ people chosen for their respective specialities. These examples are only part of the picture, however, and we are not complacent about the job we have ahead of us.

We recognise that our pay gaps occur partly because, while we employ more women than men, we have more men in senior academic posts and more women in lower graded professional posts.

For the purposes of reporting on our gender pay, we have included 1,813 female and 1,178 male full-pay relevant staff working at the University. Although women account for 60.6% of the total workforce reported here, they account for 66.7% of staff employed in the lower middle and lower quartiles. We are reporting overall both higher pay and higher bonus pay for our male staff. Men and women are however paid the same in the upper middle quartile and women earn more than men in the lower quartile.

Women account for 54.6% of our academic staff. The data shows that women are underrepresented at senior academic levels; 10.4% of the total female academic staff are at academic/administrative manager grades compared to 18.5% of total male academic staff.

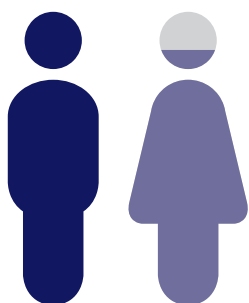
For professional staff, the highest proportion of women (25.2%) are employed at UH5 grade - whilst the highest proportion of men (20.9%) are employed at the next higher grade, UH6. We accept that whilst these differences may be common to other higher education institutions too, the reasons must be better understood so that we can address and deal with the differences at this University. We aim to close those differences through a variety of measures.

We are a business-facing University and we reward the most senior staff according to a business-influenced bonus pay model that is typical of business and industry but not so common within the higher education sector.

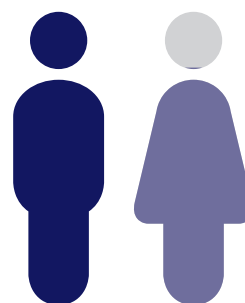
The mean bonus gap is in part due to senior staff being entitled under their contracts of employment to performance-related variable pay. Men make up 57% of this group. This highest paid third of the upper quartile comprises 80% academic and 20% professional staff. 60% of these academic staff are male and 55% of these professional staff are female. We will be taking the opportunity presented by the data to look at our reward practices.

Our data

The mean and median gender pay gap based on an hourly rate of pay of male and female employees.

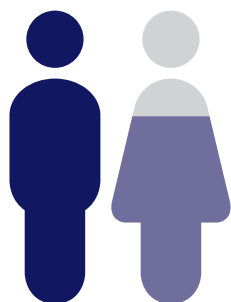


13%
Mean gender pay gap

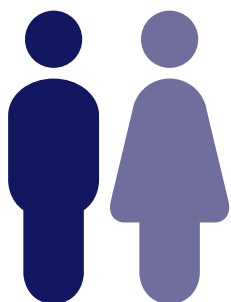


19%
Median gender pay gap

The mean and median bonus gender pay gap and the proportion of male and female employees who were paid bonus pay



35%
Mean bonus pay gap



0%
Median bonus pay gap

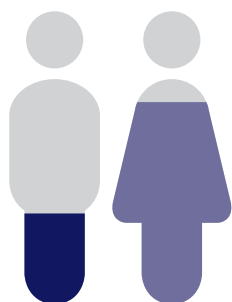


69.9%
Male employees paid bonus pay

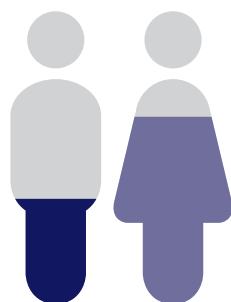


68.3%
Female employees paid bonus pay

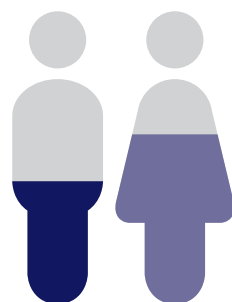
The proportion of male and female employees in the four quartile pay bands



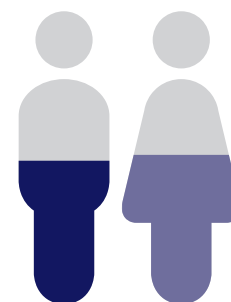
31% **69%**
Lower quartile



36% **64%**
Lower middle quartile



42% **58%**
Upper middle quartile



49% **51%**
Upper quartile



Working to close the gap

We are working across the University to reduce our gender pay gap. This report is a snapshot of the University's position. The initiatives we already have had in place for some time combined with new commitments will produce real change.

A number of measures already in place will continue to need time to take effect. Many are there to support, develop and encourage women to move into more senior positions across the University.

Working on realistic, deliverable measures will help us to build stronger relationships internally and continue to make the University attractive to the best talent.

These measures include:

- **Actively reviewing** our pay and bonus arrangements and their impact on the gender pay gap
- **Enabling** our people to flourish in their careers and be confident they can do so via clear progression paths and well-established, family-friendly work arrangements
- **Undertaking** a comprehensive analysis of the University's gender pay reporting data for both 2017 and 2018 and identifying those areas most likely to influence positive changes
- **Completing** a full Equal Pay audit to ensure we have the full picture, so that we can address imbalances
- **Discussing** these findings with our staff and recognised trade union representatives
- **Continuing** to action the University's Equality Objectives through relevant work streams across the institution, to be monitored through our newly established People Board, chaired by the University's Secretary and Registrar
- **Increasing** the proportion of female academic staff at senior levels. By working with our ten academic schools in partnership with relevant central services we will seek to review our processes and ensure that women are able to be successful at all levels of the institution



- **Training** our staff to be aware of unconscious bias
- **Ensuring** we remove bias from appointment and payment decisions
- **Undertaking** annual business planning rounds with a focus on succession planning and talent management
- **Implementing** promotion rounds to ensure we encourage and enable academic staff progression
- **Introducing** the role of Associate Professorship across the University to enable increased numbers of staff to progress to more senior academic posts
- **Intensifying** our commitment to renewing our institutional Athena SWAN Bronze award in April 2018
- **Continuing** to embed the Athena SWAN initiative across all ten academic schools. Seven of our ten schools hold departmental bronze awards. Over the coming year all of the schools will have submitted applications for either bronze or silver departmental awards
- **Continuing to hold** our Juno Practitioner award from the Institute of Physics
- **Continuing** to implement our action plan relating to the Race Equality Charter award. The University is one of only nine institutions in the UK to hold a bronze award
- **Participating** in the sector's Aurora development programme to develop and support female talent
- **Rolling out** our 2016-2020 action plan to retain our HR Excellence in Research Award.
- **Promoting** our Staff Diversity networks. These are informal and safe spaces where staff can speak freely, share ideas and experiences, offer peer support and discuss issues or challenges of specific interest that have an effect on them at work.
- **Developing** our leaders through formal programmes and additional support including a University-wide mentoring scheme.

University of Hertfordshire

Hatfield,
AL10 9AB

t: +44 (0)1707 284800

w: herts.ac.uk

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