



University of
Salford
MANCHESTER

Gender Pay Gap Report 2018

Introduction

At the University of Salford we aim to create an inspirational and inclusive learning, research and working environment, celebrating the diversity of our University community in our everyday conversations.

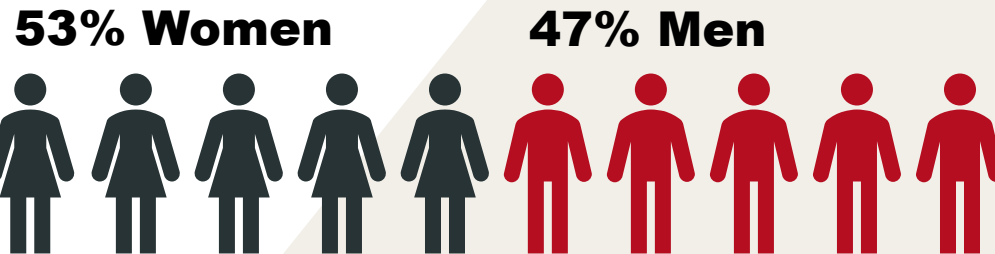
We believe that to succeed as a University, our colleagues should reflect a diverse range of backgrounds as part of an inclusive culture. The University of Salford employs more than 2,700 people, 53% of whom are women. Today, almost half of our senior leaders are women, which is an increase of 2% on last year. We have a number of initiatives in place, that have contributed to this progress, but we know there is more to do.

At the University of Salford we want to ensure that all of our colleagues have the opportunity to develop their careers with us, as well as having the flexibility to achieve what's important to them, both in and outside of work.

Our colleagues:

2,700

colleagues (approximate)

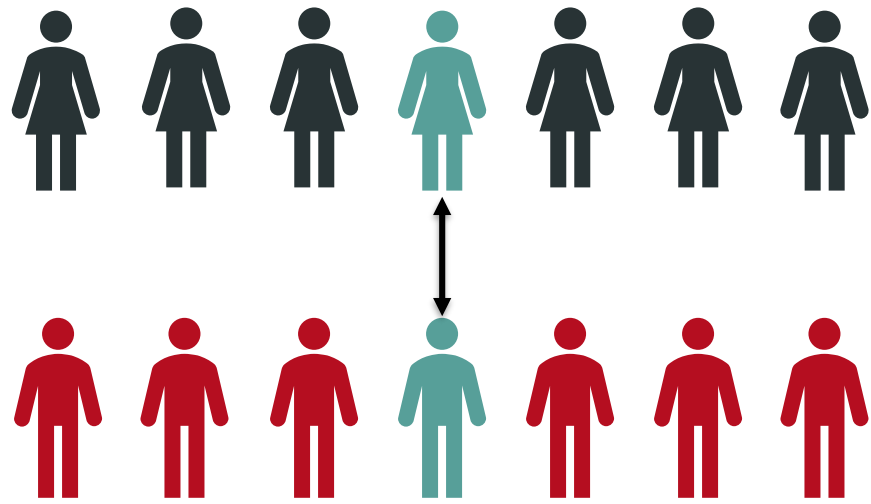


Under the UK Government's new Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are requested to report their gender pay gap. The gender pay gap shows the difference in the average hourly earnings of men and women across an organisation regardless of their roles, industry sectors or seniority. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce. The gender pay gap is different from equal pay. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

Under the regulation, there are two ways to measure this:

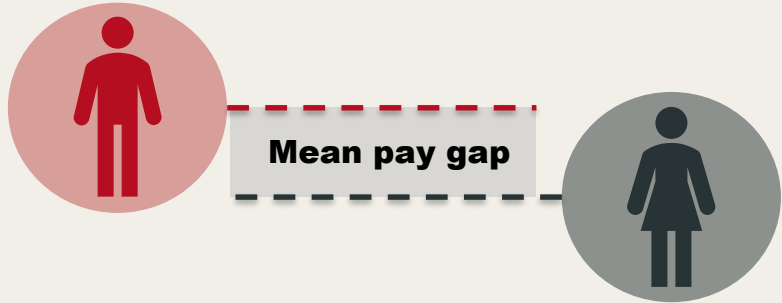
1) Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men in order of their hourly rate of pay, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.



2) Mean pay gap

This is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.



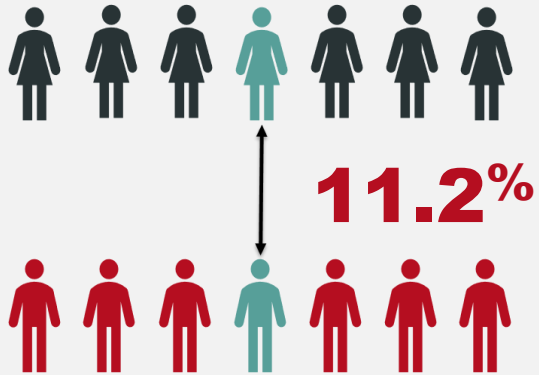
What is the gender pay gap?

We are also asked to report on:

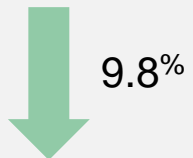
- Difference in mean and median bonus pay
- Proportion of men and women that received bonus pay
- What pay bands colleagues fall into – this is shown across 4 pay bands or quartiles ranging from lowest to highest pay



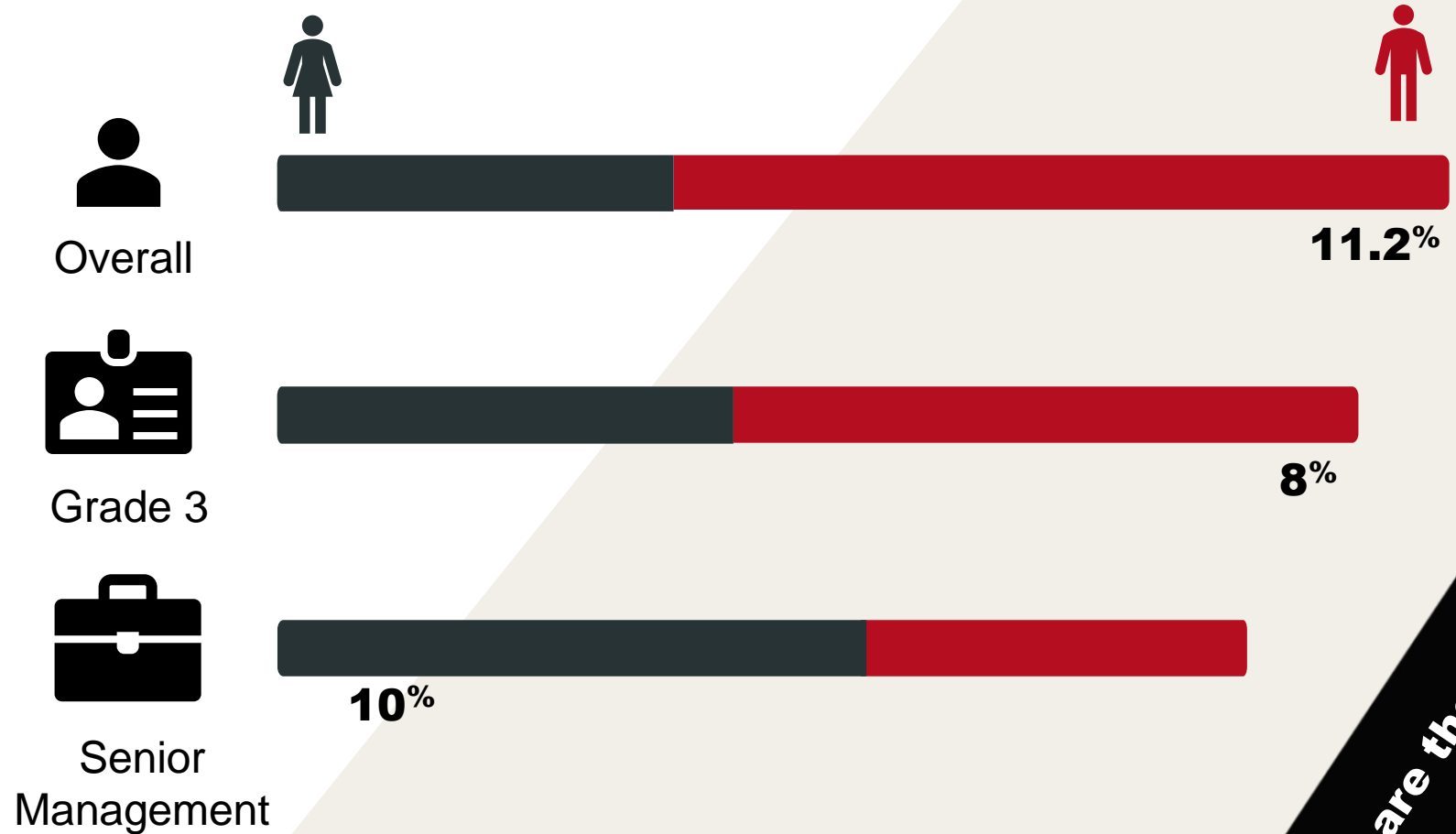
Median Gender Pay Gap



2017: **21%**



There are significant pay gaps at Grade 3 (8%) in favour of men and at Senior Management (10%) in favour of women.



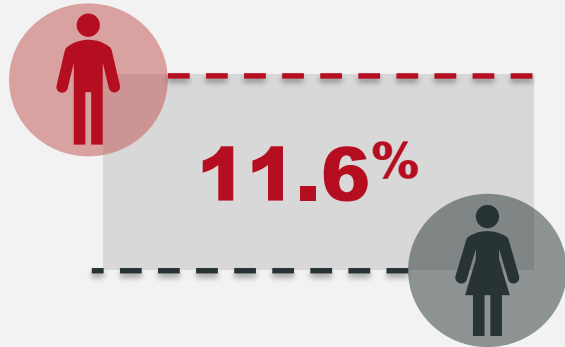
Why?

The variations in pay gaps are largely down to length of service of respective men and women.

What are the headlines?



Mean gender pay gap



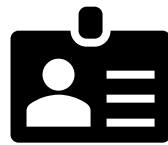
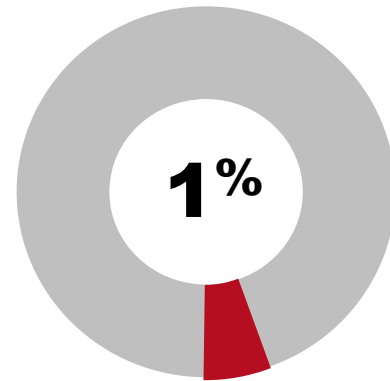
2017: **14%**



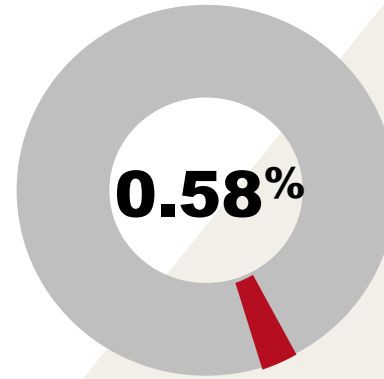
2.4%

The average hourly rate of pay for men is 11.6% higher than the average hourly rate of pay for women. This is an improvement year-on-year of 2.4%.

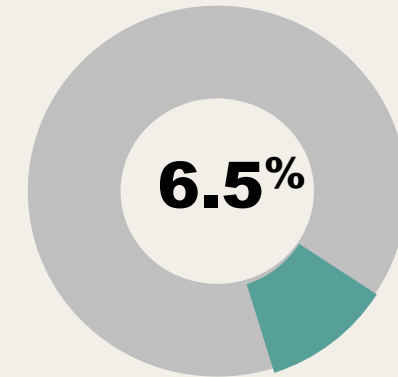
There are no significant pay gaps by Grade other than amongst Senior Academics, where the mean pay gap is 6.5%.



Grade 6 and below



Grade 7 and above



Senior academics

Why?


This grouping has a wide range of pay rates and is often scaled with length of service and experience. Out of 99 colleagues who were in scope only 18 were women.

What are the headlines?



Bonus metrics

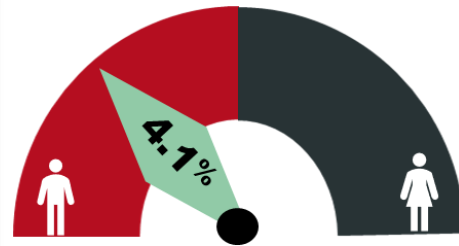
Mean bonus pay gap
4.1% 

Median bonus pay gap
139.6% 

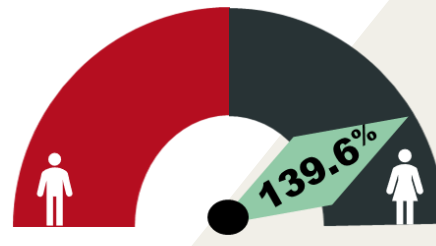
Proportion receiving a bonus
7.8% vs 6.0%

The regulations ask for bonus payments to be included in the metrics as “any extra reward payment for work undertaken”. It is a way of looking at the culture surrounding bonus payments predominantly in large private sector organisations. In our case this includes Vice Chancellor and Merit awards which are often small amounts of monetary value. Less than 7% of colleagues received a bonus payment.

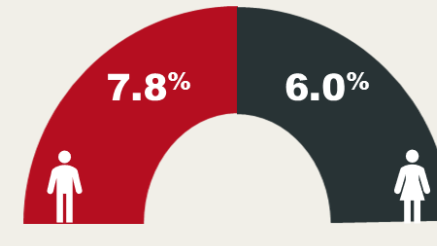
This means that these percentages are likely to change year-on-year dependent on who receives these awards, as you can see below:



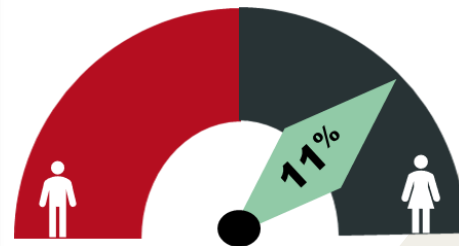
Mean bonus gap 2018



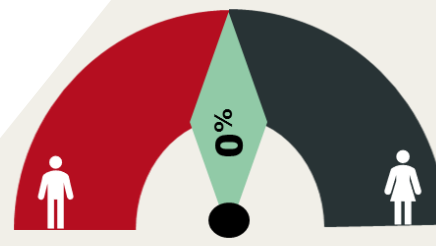
Median bonus gap 2018



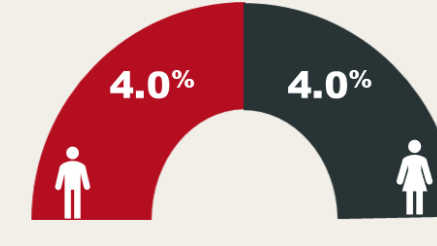
Received bonus pay 2018



Mean bonus gap 2017



Median bonus gap 2017



Received bonus pay 2017

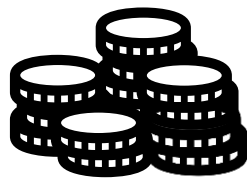
This fluctuation is likely to continue unless the regulations are amended to change the criteria, or we see a change in the approach to bonuses with more colleagues participating.

What are the headlines?



Pay quartiles

The distribution of gender in the lower quartiles have stayed static in 2018. In both the upper and the upper middle quartiles there has been an increase in women. There remains 14% more men in the upper quartile than women (down from 18% in 2017). This is a key factor contributing towards our Gender Pay Gap.



Pay scale from lowest to highest



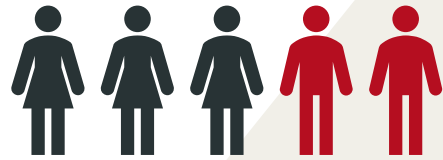
Upper



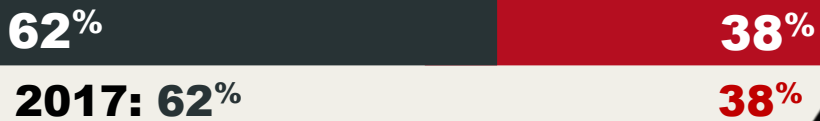
Upper middle



Lower middle



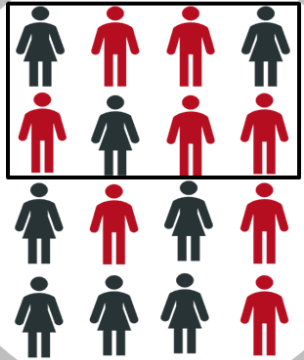
Lower



What are the headlines?



What causes the 2018 Gender Pay Gap?



There are more men in our most senior positions

The highest paid quartile is made up of 43% women and 57% men. This naturally increases the average pay for men.



There is a high proportion of women in lower paid roles

The flipside of this is that whilst more senior roles are held by men, the majority of less senior roles are held by women.

The change to our Median Gender Pay Gap from 2017 to 2018

We are delighted to have seen an 9.8% improvement in our Median Gender Pay Gap and we are excited about how the Action Plan we have created will further embed improvements to this. In addition to creating an environment that is more conscious of the Gender Pay Gap we noticed some impacts of strategic decisions on the 2018 gap:

- In order to reduce UKVI risks and improve the overall approach to temporary resources, a decision was made to ensure that all casual/atypical workers were employed via an agency (Unitemps). The current regulations state that agency workers should not be included in the metrics and therefore this has resulted in a change to the population that the gap is calculated against.
- On the reporting date of the 31 March 2018 we had more women than men in our Hourly Paid Academic (HPA) staff compared to 2017.



What does this mean?

Our plans to close the gap

We are committed to being a diverse and inclusive employer and addressing our gender pay gap. We are committed to creating the conditions that positively impact on our gender pay gap. We have set an ambitious target to achieve a below 5% gap on both the Mean and Median Gender Pay Gap by 2023. Some of the steps we are taking over the next year to achieve this are detailed below.

To introduce Gender Pay Gap reporting at School/ Department Level, creating understanding and action plans locally, linked to the overall University plan and approaches

We will promote understanding at local level to enable Schools/Departments to make informed decisions based on evidence and data.

We will do this by:

- Establishing the data and analysis we intend to share. Creating local leads and action plans
- Supporting knowledge and understanding to develop local action plans
- Follow up on action plans and understand the impact of action plans

To introduce monitoring of salaries (new starters, promotions, secondments, pay review and in role increases) for gender bias

By capturing and analysing this data we will be able to identify any issues with gender imbalance/bias and take action where required.

We will do this by:

- Introducing quarterly monitoring for salaries (new starters, promotions, secondments and in role increases) to understand any gender bias
- For pay and promotion exercises incorporate equality monitoring of outcomes for gender bias e.g. Prof Review and Prof Promotions.

Increase the number of women and men in areas and grades where they are under-represented

We will improve the gender balance at all grades and also improve the number of under represented candidates, helping us to address gender imbalance

We will do this by:

- Identifying where gender imbalances exist at grade level
- Undertaking recruitment and promotion activities that increases the pool of candidates for underrepresented groups
- Addressing how our 'feeding routes for candidates' influence recruitment (e.g. through agencies and Unitemps) and take action so that this does not negatively impact our Gender Pay Gap

To introduce new principles for flexible ways of working and increases the acceptance of flexible working patterns and approaches at all levels

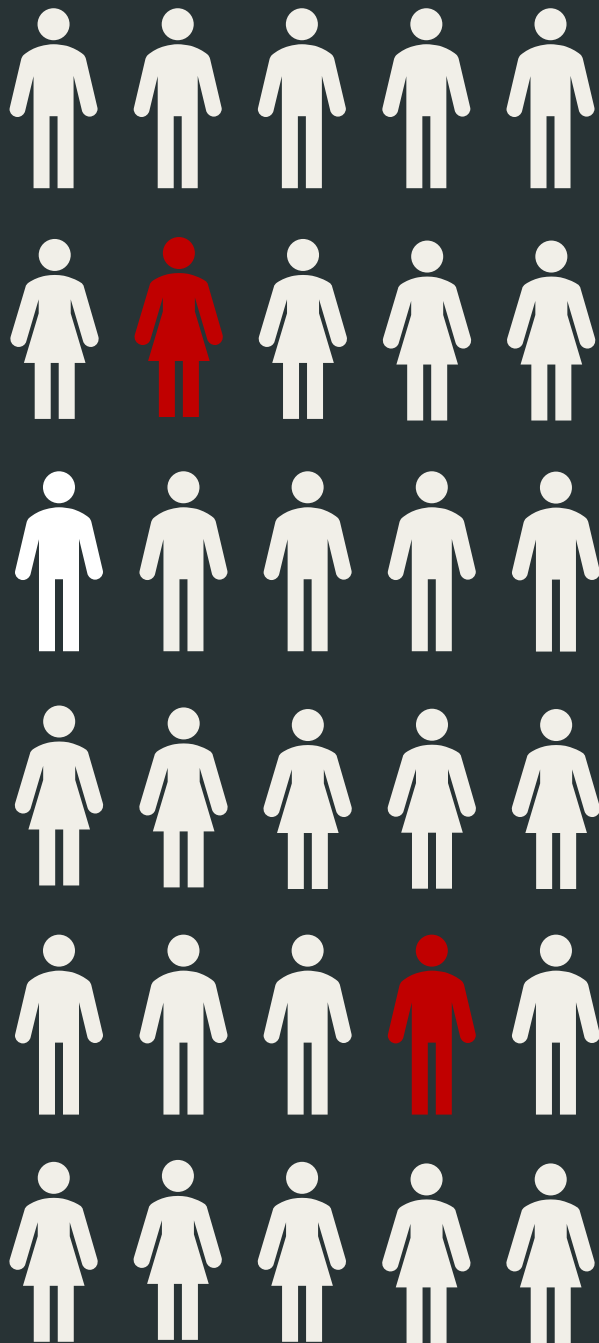
A culture of flexibility is essential to improving our gender balance at all levels but especially in order to promote, recruit and retain women in senior roles

We will do this by:

- Establishing a culture of flexibility
- Promoting these principles with positive statements as part of recruitment
- Promoting role models/examples at all levels of those working flexibly and use these examples to demonstrate a flexible working culture

What action are we taking?

The detailed plan has been approved by our Workplace Inclusion Committee and the Vice-Chancellor's Executive Team.



We confirm that the information reported is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Approved by our Workplace Inclusion Committee and the Vice-Chancellor's Executive Team.