



# Gender Pay Gap Report 2019



University of  
**Salford**  
MANCHESTER

# 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.**

## This report covers:

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 **What are the headlines? Pg.3-4**

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 **What action are we taking? Pg.6**

To succeed as a University we believe our colleagues should represent a diverse range of backgrounds as part of an inclusive culture. We currently employ 2,700 people with 53% being women. We have seen a 4% increase in female representation in our senior leadership team compared to last year and our population of female Professors has increased by 4.5%.

We are seeing progress and will continue to work to improve the gender balance at all grades. This will mean continuously examining and improving our recruitment and promotion practices to ensure everyone has the opportunity to develop and succeed at Salford.

## Our colleagues:

**2,700**  
colleagues  
(approximate)



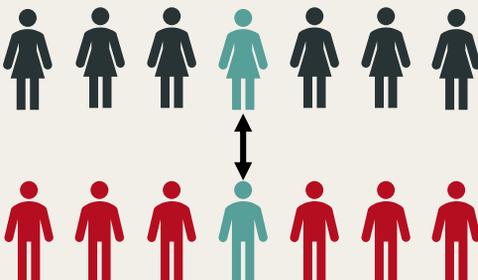
## WHAT IS THE GENDER PAY GAP?

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:

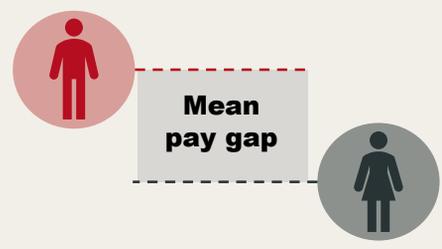
### 1) Median pay gap

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.

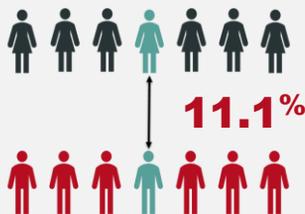


**We are also asked to report on:**

- 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

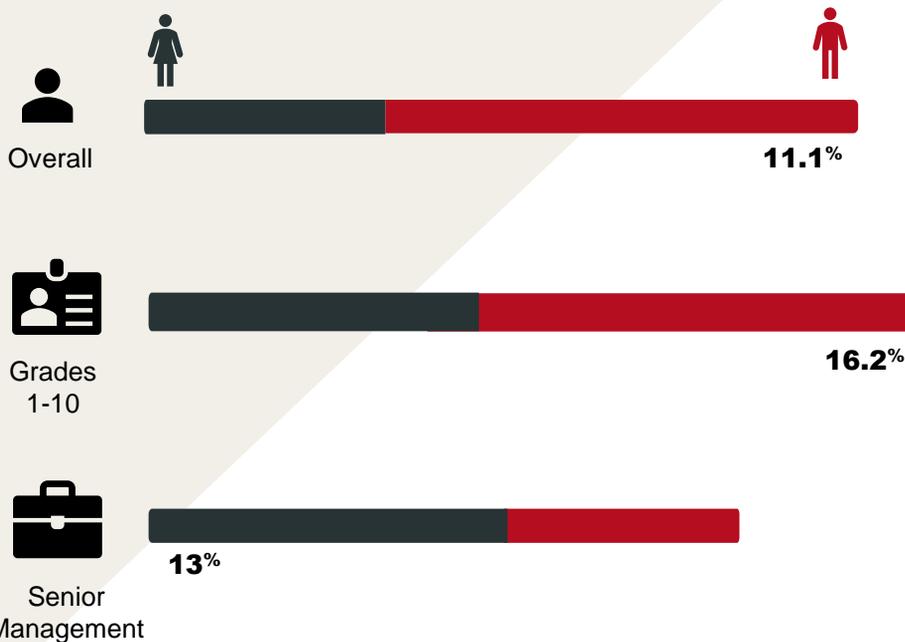


## Median Gender Pay Gap



2018: **11.2%** ↓ 0.1%

There are significant pay gaps at Grades 1 to 10 (16.2%) in favour of men and at Senior Management (13%) in favour of women.



### Why?

The gap in grades 1-10 is due to proportionally more men being in the higher grade roles compared to women. Although the gap at senior management, which includes professional services managers and Deans, is 13% in favour of women this is a small population of 34 colleagues.

The average hourly rate for men is 9.9% higher than the average hourly rate for women. This is an improvement year-on-year of 1.7%.

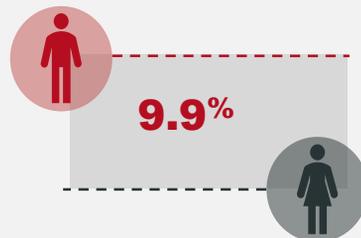
There are no significant pay gaps by Grade with the exception of Senior Academics, where the mean pay gap is 5.5%.



### Why?

There were 99 colleagues within the senior academic category who were in scope and only 27 of these were women. This group has a wide range of pay rates based on experience and length of service.

## Mean gender pay gap



2018: **11.6%** ↓ 1.7%



## Bonus metrics

Mean bonus pay gap

**0.03%** 

Median bonus pay gap

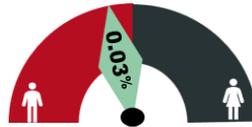
**0.11%** 

Proportion receiving a bonus

**3.9% vs 4.6%**  

The regulations ask for bonus payments to be included in the metrics as “any extra reward payment for work undertaken”. It’s a way of looking at the culture surrounding bonus payments predominantly in large private sector organisations. In our case, as well as usual bonus payments, bonus pay includes Vice Chancellor awards and Merit awards which are often small amounts of monetary value.

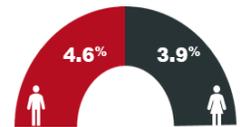
This means that these percentages are likely to change year-on-year dependent on who receives these awards, as you can see below:



Mean bonus gap 2019



Median bonus gap 2019



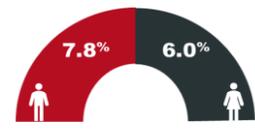
Received bonus pay 2019



Mean bonus gap 2018

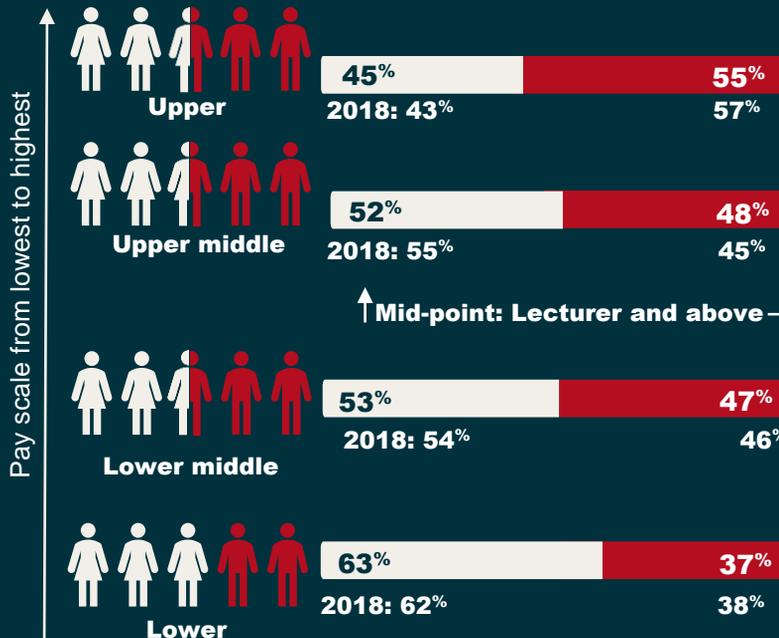


Median bonus gap 2018



Received bonus pay 2018

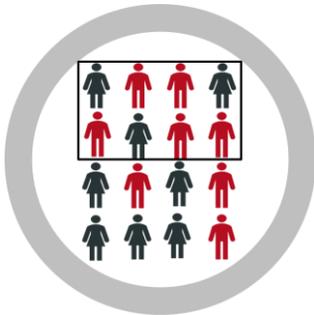
This year the number of colleagues receiving a bonus payment (4%) was lower than 2018 (7%). There was only a small difference in the percentages of men and women who received a bonus and the amounts for both were very similar.



## Pay quartiles

There have been slight changes in gender distribution across all quartiles in 2019. There are still 10% more men in the upper quartile than women (down from 14% in 2018). The lower quartile has seen a further increase in women meaning there are now 26% more women here. These are the key factors contributing towards our Gender Pay Gap

# What causes the 2019 Gender Pay Gap?



**There are more men in our most senior positions**  
The highest paid quartile is made up of **45%** women and **55%** 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, **63%** of the lowest paid roles are held by women.



**There are a lower number of part time positions available in senior roles**  
**34%** of females hold part time positions across the University, however only **16%** of roles above grade 7 are part time, offering part time workers less opportunity to progress and increase their pay.

**The change to our Median Gender Pay Gap from 2018 to 2019**  
We have seen a 0.1% improvement in our Median Gender Pay Gap. Although this is not a large change, it's a step in the right direction. We are in the top half of institutions in the sector (2018 Gender Pay Gap reporting), and we are confident we will stay in the top half for the sector in 2019.

Work continues to create an environment that is more conscious of the Gender Pay Gap and we have seen some impact on our current reported gap as a result of strategic decisions taken following last year's report. For example, on the reporting date of 31 March 2019, there was an increase in the number of part time positions held by men compared to 2018.

We are continuing to increase the transparency and parity by which colleagues reach more senior roles. The implementation of our Academic Career Framework sets out what good looks like at different levels and aims to drive transparency and parity around career routes in the university.

## Our plans to close the gap

We are committed to being a diverse and inclusive employer; addressing our gender pay gap. We will continue to promote and create 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

**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 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:**

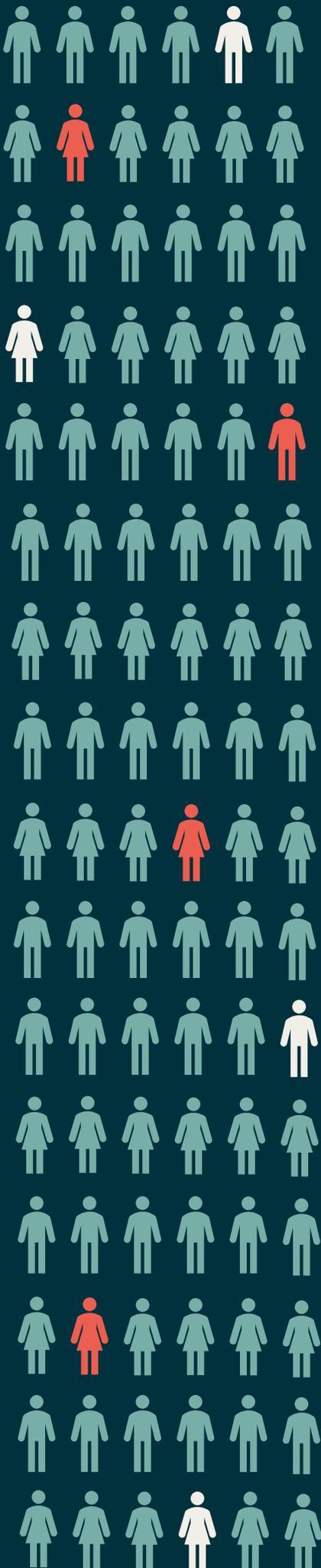
- Introducing quarterly monitoring for salaries (new starters, promotions, secondments and in role increases) to understand any gender bias
- For pay and promotion exercises incorporate equality monitoring of outcomes for gender bias e.g. Prof Review and Prof Promotions.

**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



**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.**



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