



Gender Pay Gap Report 2020



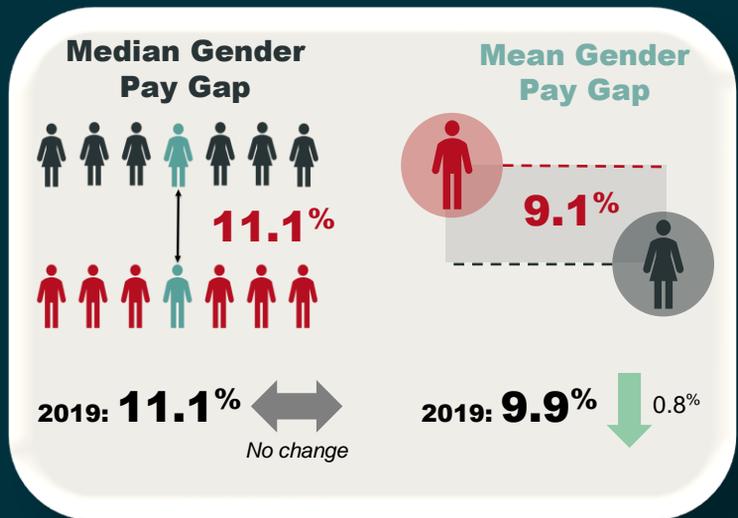
University of
Salford
MANCHESTER

EXECUTIVE SUMMARY

We have maintained our Median Pay Gap and shown a small decrease in our Mean Pay Gap.

The median hourly rate for men is 11.1% higher than the median hourly rate for women. The gap has remained constant since last year.

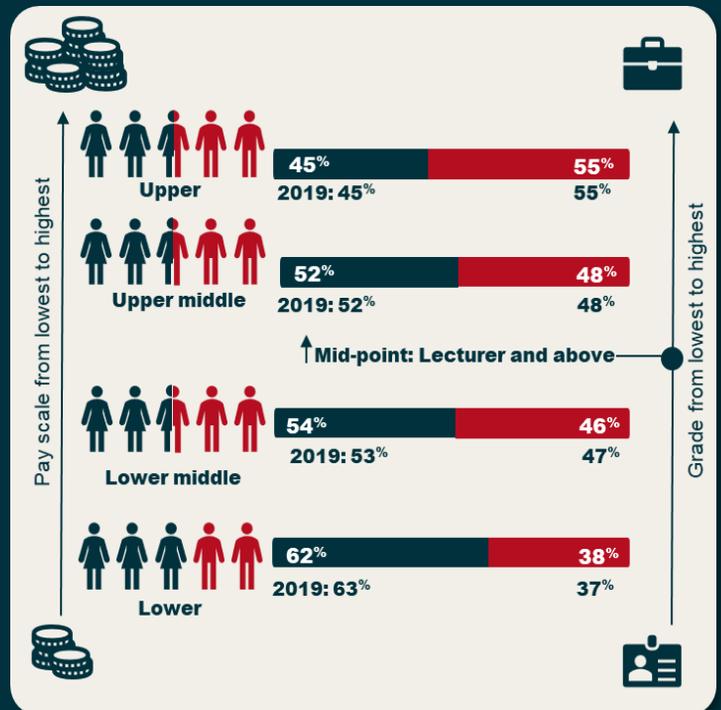
The mean average hourly rate for men is 9.1% higher than the mean hourly rate for women. This is a reduction year-on-year of 0.8%.



Minimal movement in the quartile spread

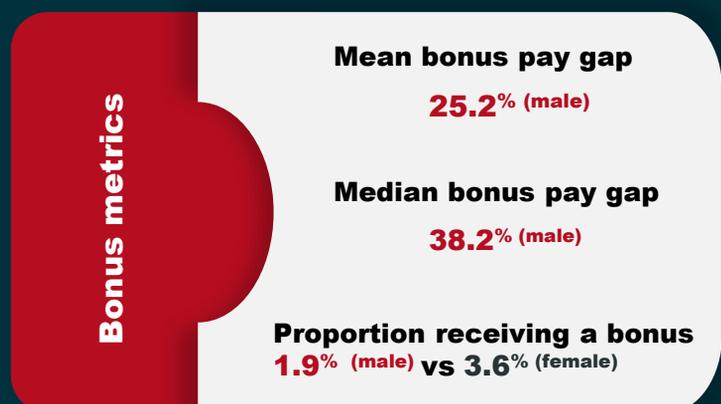
In 2020, we have only seen minor changes in the lower and lower middle quartiles of 1% each. There has been no change to the gender distribution in the upper middle and upper quartiles.

A key factor contributing to the gender pay gaps is that the lower quartile has 24% more females in it than males. In contrast, there are 10% more males in the upper quartile than females despite females making up 53% of the overall census population. Which means the distribution in the middle quartiles reflects our overall gender distribution.



Smaller proportion of colleagues receive awards and bonus payments

The number of colleagues receiving a bonus payment (2.8%) was 1.5% lower than 2019 (4.3%) and continues to decrease year-on-year. The amount spent on bonus events that constitute being classed a bonuses is very small (less than £100,000) and the majority are one off merit awards and long service awards. More females than males received an in-scope payment of this kind.



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:

 **What is the Gender pay gap? Pg.3**

 **What are the headlines? Pg.4-5**

 **What does this mean? Pg.6-7**

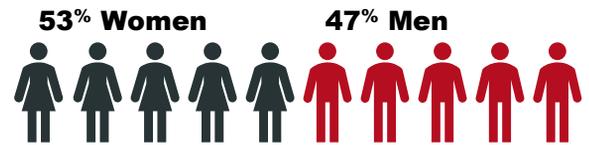
 **What action are we taking? Pg.8**

To succeed as a University, we believe our colleagues should represent a diverse range of backgrounds as part of an inclusive culture. On the census date we employed 2,700 people with 53.1% being women and 0.1% non-binary. However, as the gender pay gap legislation only looks at the difference in male and female employees' hourly pay, we have had to exclude non-binary employees from our calculations. We are seeing some progress with a 2% increase in female representation in our senior leadership team.

We 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 can develop and succeed at Salford.

Our colleagues:

2,700
colleagues
(approximate)



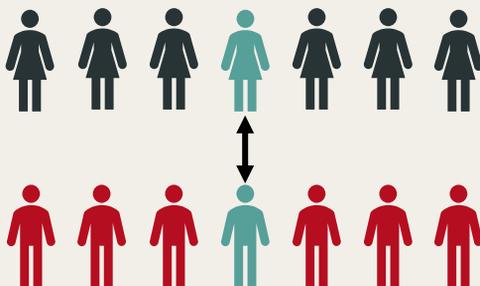
WHAT IS THE GENDER PAY GAP?

Under the UK Government's new Gender Pay Gap Regulations, employers in Great Britain with more than 250 employees are required to report their 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 roles right across the workforce. The gender pay gap is different from equal pay and is an economy wide issue. 'Equal pay' is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value. There is no evidence of any significant equal pay gaps at the University of Salford.

Under the regulation, there are two ways to measure the Gender Pay Gap:

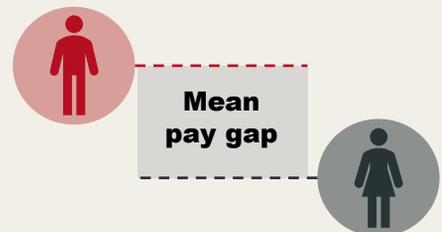
1) Median pay gap

The median represents the middle point of a population. If you lined up all the women at a company and all 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

Add all the hourly rates of pay for men then divide by the number of men to give you a mean average rate of pay; do the same for women, divide the difference between the two with the male rate and this is the mean pay gap expressed as a percentage

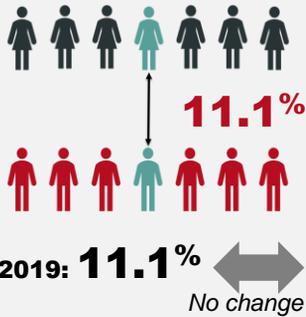


We are also asked to report on:

- 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

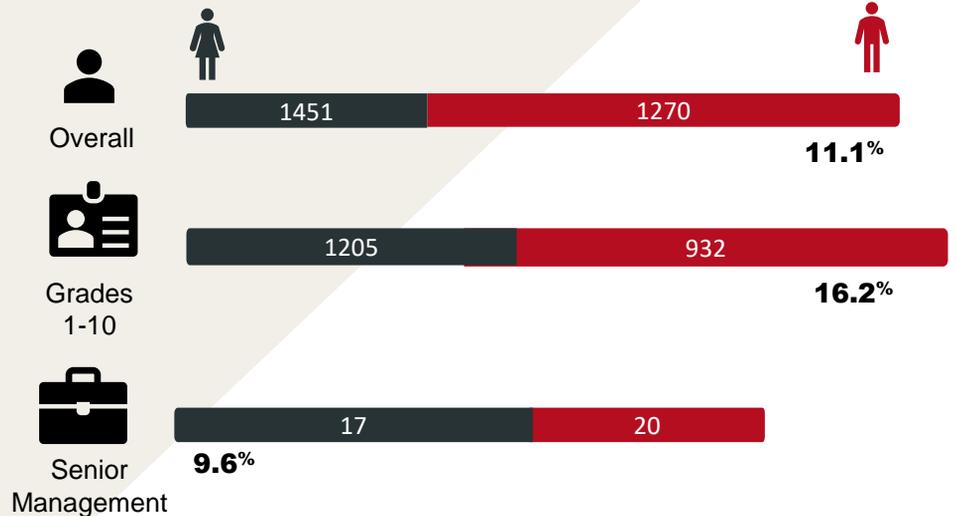
WHAT ARE THE HEADLINES?

Median Gender Pay Gap



The median hourly rate for men is 11.1% higher than the median hourly rate for women, this has not changed from 2019.

There are significant pay gaps at Grades 1 to 10 (16.2%) in favour of men and at Senior Management (9.6%) in favour of women.



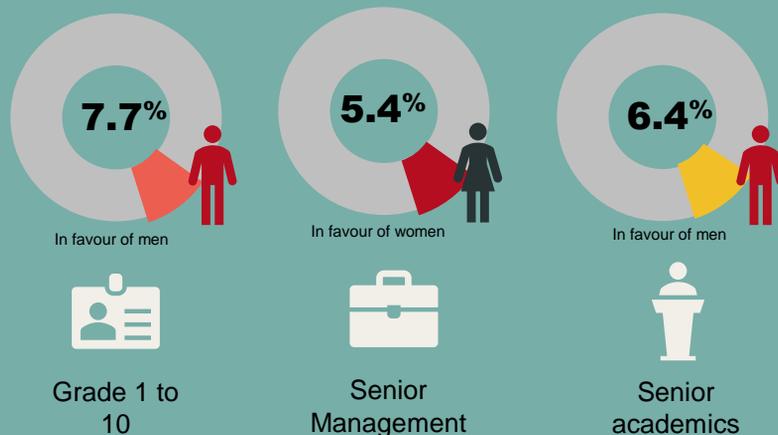
Why?

The gap in grades 1-10 has not changed since last year. This is still largely due to a higher proportion of men (77%) being in the top half of this band compared to women (66%). There has been very little movement in this with last year's figures being 76% and 65% respectively.

Although the gap at Senior Management level, which includes professional services managers and Deans, is 9.6% in favour of women, overall this is a small population of only 37 colleagues and has reduced from last year's figure of 13%.

The average hourly rate for men is 9.1% higher than the average hourly rate for women. This is an improvement year-on-year of 0.8%.

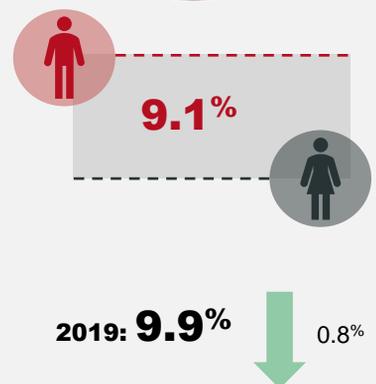
The pay gap of Senior Academics has increased to 6.4% from 5.5% last year.



Why?

There were 98 colleagues within the Senior Academic category who were in scope and only 28 of these were women. This group has a wide range of pay rates based on experience and length of service.

Mean gender pay gap





WHAT ARE THE HEADLINES?

Bonus metrics

Proportion receiving a bonus

1.9% vs 3.6%



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 organizations. In our case, as well as a small amount of bonus payments, bonus pay includes **Long Service awards and Merit awards** which are often smaller amounts of monetary value. The total cost of awards given in the year amounts to less than £100,000, this is against a wage bill of over £115 million.

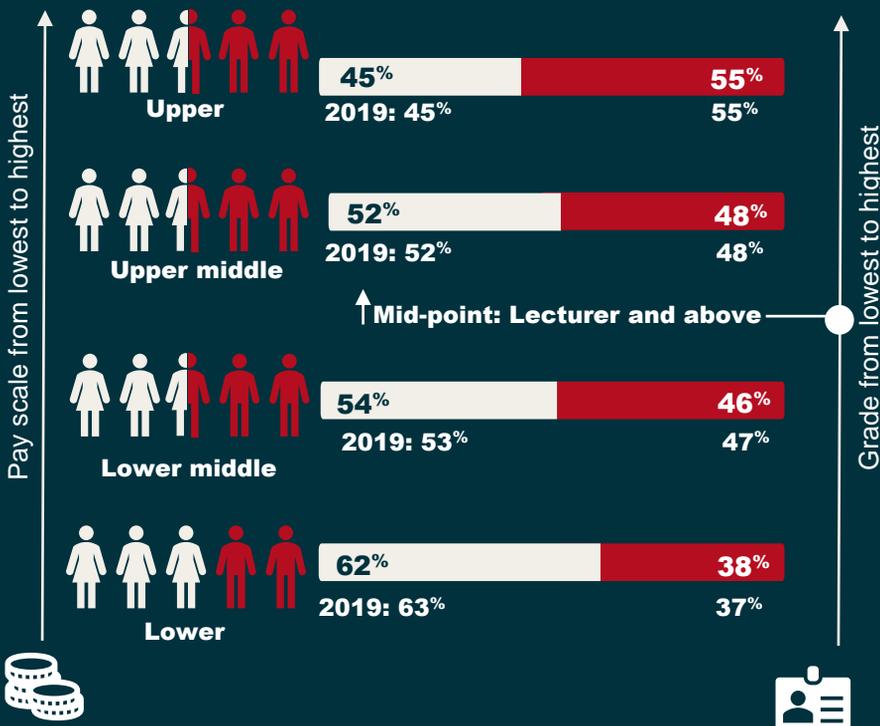
The number of colleagues receiving a bonus payment (2.8%) was 1.5% lower than 2019 (4.3%) and continues to decrease year-on-year. Although more females than males received an in-scope payment, overall, this year males received higher average paid bonuses and awards than females for both median and mean measures.

Pay quartiles



Pay scale from lowest to highest

Grade from lowest to highest



Pay quartiles

In 2020, we have only seen minor changes in the lower and lower middle quartiles of 1% each. There has been no change to the gender distribution in the upper middle and upper quartiles.

A key factor contributing to the gender pay gaps are that the lower quartile has 24% more women in it than men, and there are 10% more men in the upper quartile than women. Though the middle quartiles reflect the gender make-up of the organisation.

With turnover in the organisation of less than 10% leavers and 5% resignations it may take time to see changes

WHAT CAUSES THE 2020 GENDER PAY GAP?

The gender pay gap is a very complex issue with no single cause. There are many factors which play a part in us having a gap which do not have quick solutions and can be complex on their own.

There is disproportionate gender representation in the top and bottom quartiles



The highest paid quartile is made up of 45% female and 55% male colleagues. This drives the average median hourly pay for men up and increases higher rates of pay for men. However in the lowest paid quartile 62% are female which lowers the median average hourly pay for women and drives lower average rates of hourly pay. To eliminate or to get as close as possible to eliminating the pay gap, we would need to have 127 male colleagues replaced with females in the top two pay quartiles, while not seeing any change in the lower quartiles.

There are less part time colleagues in higher paid roles



At the University, 25% of all roles are part time with only 10% of Grade 9 roles and above are part time; 74% of these part time roles are held by women.

Non-standard colleagues have a large impact



Due to the way the pay gap is calculated, our non-standard colleagues are included if they were employed on 31st March and received a payment in the qualifying period. These numbers can change significantly annually. This year 45% of these colleagues are female, compared to our standard population of 53.1%, and most were in the highest 2 quartiles.

Length of service (LOS) impacts on the highest paid roles



Senior positions are held by more men and with these roles being predominantly on open range grades LOS plays a large factor. The average length of service for women in these roles is 13 years, compared to 16 years for men. 34% of men in these roles have 20 or more years service compared to just 21% of females. With blanket increases each year to all colleagues the gaps grow larger year on year for this group.

Traditional employment roles for gender



There are roles within the University which appear to be traditionally gendered. For example, 80% of cleaning roles are held by women and 93% of security roles are held by men. We also see similar issues when we look at employment groups where 65% of professional service office-based roles below Grade 9 are held by females. This rises to 70% for roles below Grade 7.

To address the Gender Pay Gap we need to address these stereotypes too, adding balance to the gender splits by role and reducing the pay gap. The University is made up of lots of different roles, departments and job types, which potentially mean that its own structure, coupled alongside traditional gender roles is a contributor to the Gender Pay Gap. For example, SEE contributes 36% of men in Quartile 1, and supplies 11% of women in Quartile 1 – likewise H&S supply 42% of women in Q1 and 18% of men

WHAT HAVE WE DONE IN 2020?

With the impact of COVID-19, this year we've taken the opportunity to enhance the support for those with caring responsibilities, providing additional paid time off during this difficult time. We have increased the awareness and reporting of pay decisions including the impact on the recruitment process. We've also agreed KPIs for gender and ethnicity representation. We know that achieving better gender balance throughout our organisation will have the

biggest impact on our Gender Pay Gap. A key focus is the development of our recruitment system and ways of working that will promote real change in recruitment outcomes and have a big influence on our pay gap. Looking forward to 2021, we'll be reviewing our Action Plan to understand what further action is required to achieve our planned Gender Pay Gap reduction.

NEW HEAD OF ATHENA SWAN

In 2020 we appointed a new Head of Athena SWAN as our previous Head took on a new leading role in one of our schools, demonstrating the advantages of stepping into this lead role for career progression. Significant progress has been made in implementing the action plan having overhauled our professorial promotions process, including promotions workshops designed to encourage applications from women. Crucially, the Head of Athena SWAN now has a seat on the promotion panel. We are also routinely sending large cohorts to participate in the Advance HE Aurora development programme, demonstrating our firm commitment to the Athena SWAN principles.

We have established a strong Women's Colleague Network (Women's Voice), which is represented on university governance committees and has quarterly meetings with the Vice Chancellor. The group host a range of events for female colleagues throughout the year including the Women's Voice awards, to recognise the achievements of our female colleagues and students. Our new head has her sights set firmly on continuing to embed the Athena SWAN principles in our policies, practice and culture.

UNIVERSITY PEOPLE PLAN

During 2020, we focused on the development of the University People Plan and one of the Goals identified will support our Gender Pay Gap work. The Goal of 'Developing a more inclusive and diverse place to work and study, rooted in equality'. One of the key issues identified for the need for this goal is the Gender Pay Gap and the delivery of the action plan is a deliverable for this Goal.



EMBEDDING THE ACADEMIC CAREER FRAMEWORK

We haven't seen a change to our median pay gap this year which is disappointing, however we remain in the top half of institutions for the sector (2019 Gender Pay Gap reporting). When we look at our median gap to that of HEIs in England our gap is almost 2% lower than the average.

We continue to work on creating and maintaining an environment which is more conscious of the Gender Pay Gap and have created a set of KPIs, which look at gender and ethnicity by area and grade, to try and help close this gap. We are still in the process of implementing our Academic Career Framework which sets out what good looks like at different levels and aims to increase the parity and transparency around career routes in the university and help colleagues reach more senior roles.




WHAT ACTION ARE WE TAKING?

Our plans to close the gap

With 2023 on the horizon, we will continue to build on this work by.....

Introducing 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

Increasing 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 improve the number of under-represented candidates, helping us to address gender imbalance

We will do this by:

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

Introducing 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 act 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.

Introducing new principles for flexible ways of working and increase 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

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.



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