



UNIVERSITY OF EXETER
GENDER PAY GAP AND EQUAL PAY REPORT 2019



EQUALITY AT EXETER

The University of Exeter has a longstanding commitment to promoting equality, diversity and inclusion. We believe that sustaining a diverse community is an essential part of our values and enriches employment, research, studying and learning experiences.

Our progress within gender equality^{1,2} has been recognised through achieving the institutional Athena SWAN Silver Award. In addition, all nine of our disciplines within our Science, Technology, Engineering, Mathematics and Medicine Colleges also hold departmental Athena SWAN Awards. We have also been awarded Juno Champion status which recognises gender equality in Physics.

The University is committed to paying equal pay for work of equal value. Over the last year we have reviewed our approach towards the job evaluation of Professional Services roles to ensure that best practice is consistently

applied, recognising the role of job evaluation in achieving pay equality. The revised arrangements for academic promotions in 2017/18 ensure a fairer and more consistent evaluation process, and we monitor the progress of men and women through each stage of our academic promotions cycle, which takes place twice a year.

The University regularly conducts an equal pay review³ to ensure that we are equating pay for work of equal value; following the joint guidance issued to the higher education sector by JNCHES. Successive equal pay 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. Where significant differences are identified, these are investigated. The data for March 2019 is shown in the table below.

	Mean pay gap	Median pay gap
Grade B	4.8%	0.0%
Grade C	2.2%	1.2%
Grade D	0.0%	2.7%
Grade E	1.8%	0.0%
Grade F	0.8%	0.0%
Grade G	1.0%	2.9%
Grade H	1.5%	0.0%
Professor Band 1	4.4%	0.0%
Professor Band 2	4.0%	0.0%
Professor Band 3	-2.6%	1.5%

¹ Colleagues who do not identify as male or female are not within the scope of the statutory reporting duty covered in this report, as directed by the Government. We have, in collaboration with students and staff, developed an LGBTQ+ Toolkit (exeter.ac.uk/staff/equality/guidancesupportandpolicies/lgbtqatexeter/lgbtpoliciesandguidance/) and are continually implementing changes to foster inclusive environment at the University of Exeter where all staff and students feel able to be themselves.

² Information on the ethnicity pay gap is reported at exeter.ac.uk/staff/equality/equalitydata/staffdata/. We are developing an action plan which will lead to the University achieving the Race Equality Charter Mark.

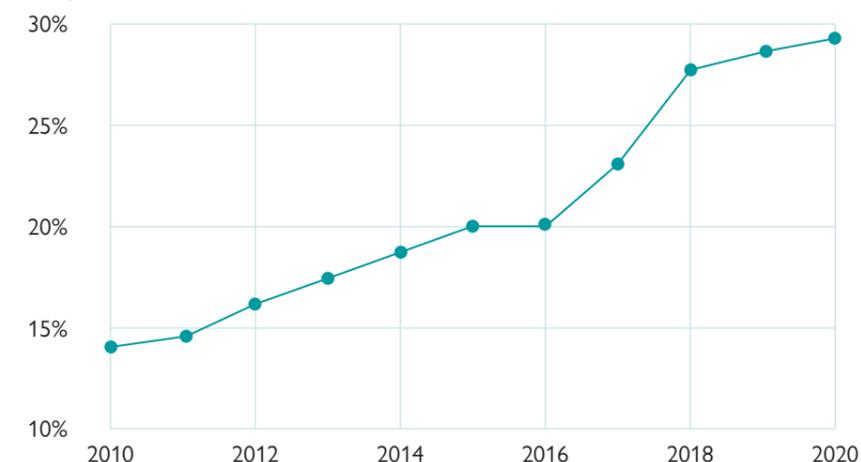
³ The gender pay gap is different to equal pay. Equal pay refers to paying a man and a woman the same amount for the same, or similar work. Equal pay reviews compare the pay of men and women carrying out jobs at the same grade for their employer (i.e. jobs which have been evaluated as work of equal value). The gender pay gap measures the difference between the average pay of all men and the average pay of women – regardless of the jobs they do – across the whole of the organisation they work for.

⁴ exeter.ac.uk/staff/equality/edi_vision/

⁵ ucea.ac.uk/library/publications/Caught-at-the-crossroads/

We recognise that there is further positive action we can take to improve equality, across all protected characteristics, and to develop an environment which promotes equity of opportunity and values diversity for staff and students. In recent months, following a broad consultation across the University community, we have developed a new vision for Equality, Diversity and Inclusion⁴ and we will shortly launch a new dashboard of equality data to better inform College and Service executive and equality groups as they develop their own equality action plans.

Proportion of Female Professors



We recognise that women have traditionally faced particular challenges in developing careers in higher education and we will continue to develop and implement gender equality initiatives where women are supported to develop their careers. Our gender equality actions have resulted in the proportion of female Professors increasing from 13.9% in 2009/10 to 29.4% today, as shown in the graph to the left.

In addition, in 2020/21 University year, the proportion of women on the University's Executive Group will increase to 44%.

Although we have made significant improvements in gender equality, the Executive Group is disappointed that the 2019 statutory Gender Pay Gap figures, which are reported below, have deteriorated since 2018. While acknowledging the progress we have made, the Executive Group decided that further action was necessary to expedite the pace of change and make more substantial and immediate improvements. The Vice-Chancellor commissioned a working group to identify what further measures were necessary to improve gender equality. The working group, which is led by the Provost, will be informed by leading academic experts from the College of Social Sciences and International Studies and the Business School. For 2020/21 onwards, we will be focusing on action which will be transformational as well as continuing all of our current incremental improvements.

We also recognise that further consideration has to be given to the issue of intersectionality, taking account of UCEA's Caught at the Crossroads⁵ report and other research and best practice which takes account of how gender and ethnicity identities interact. We are on a journey and as we continue to take action, we will ensure that these factors are fully explored and taken into account.

Linda Peka

Chief College Operations Officer and Executive Lead for Equality, Diversity and Inclusion with

Jane Chafer

Director of Communications and Corporate Affairs and Chair of the Gender Equality Group (left)



UNDERSTANDING THE GENDER PAY GAP 2019⁶

The **median** hourly rate of our female employees is **18.6%** lower than the hourly rate of our male employees.

The **mean** hourly rate of our female employees is **20.8%** 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 2019 based on the Government's methodology.

When casual workers are excluded, the figures are:

The **median** hourly rate of our female employees is **11.2%** lower than the hourly rate of our male employees.

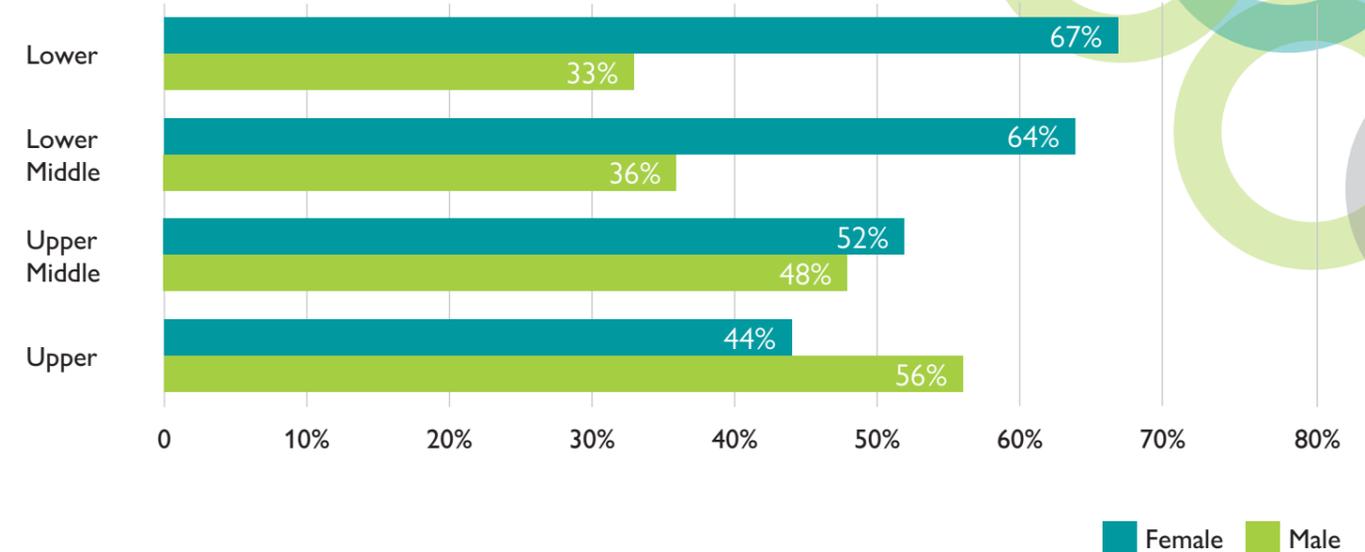
The **mean** hourly rate of our female employees is **19.0%** lower than the hourly rate of our male employees.

The University employs casual workers across a wide range of activities, including student ambassadors, who support Open Days, events and short-term temporary assignments. All casual workers are paid at or above the Living Wage Foundation recommendations. Other individuals contribute to the University's education activity through occasional teaching and marking. These individuals are paid on a claims basis because they are engaged for short, specific pieces of work. 17% of the people included in the 2019 analysis were casual workers. The University has established a Fair Employment For All working group, chaired by the Vice-Chancellor to make recommendations to reduce our use of casual workers, building on the improvements which have already taken place to the working arrangements for postgraduate research students employed as Postgraduate Teaching Assistants.

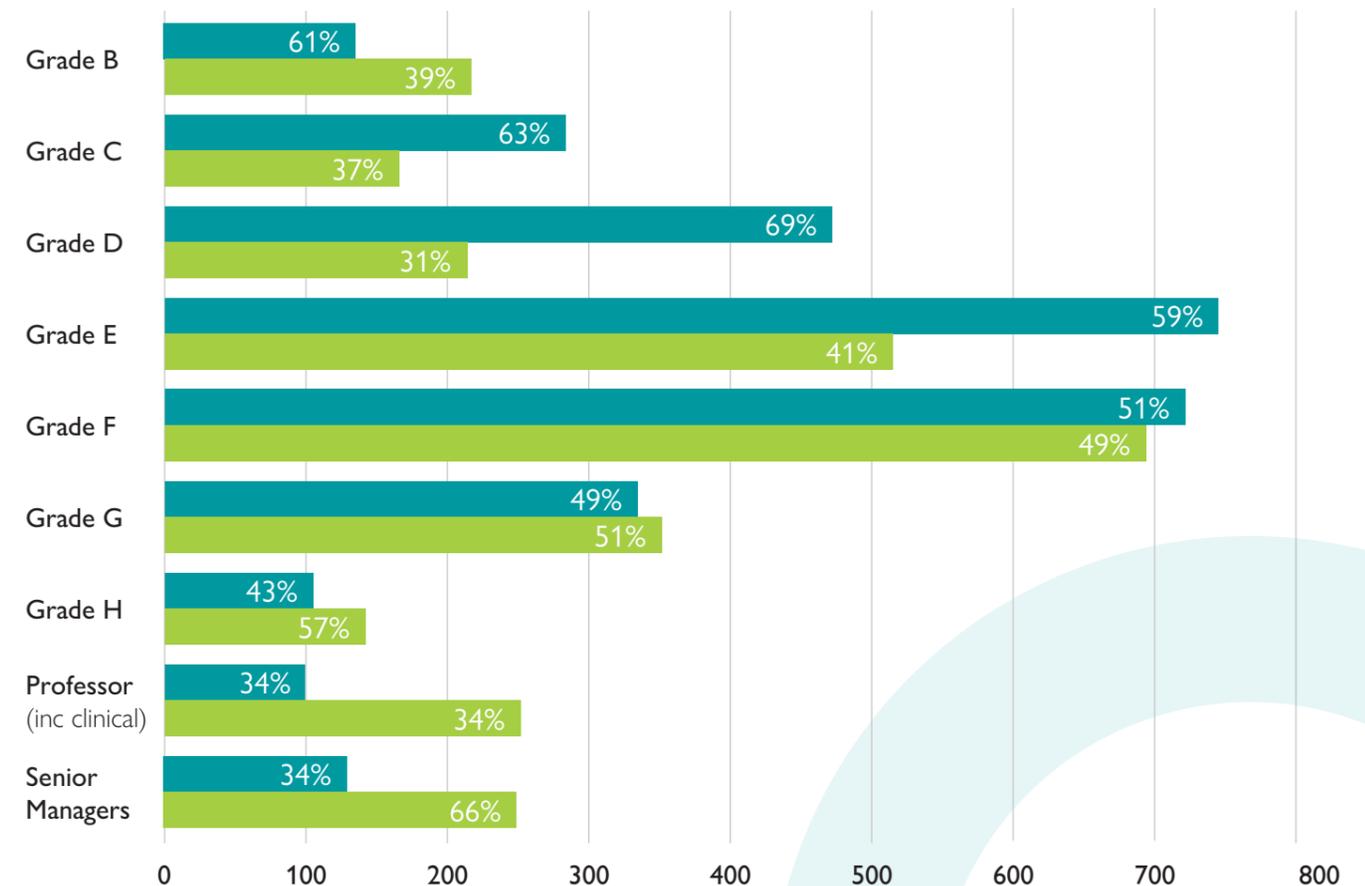
Our analysis of our gender pay gap shows that it is largely driven by the uneven distribution of men and women in different grades. At the time of the 2019 analysis, **54%** of the University's employees (excluding casual workers) were women but men are disproportionately represented in senior, higher-paid roles within the University, while women are disproportionately represented in less senior roles.

This is illustrated in the charts below. The first chart shows the gender distribution across the University when our staff population is divided into four equal quartiles⁷. The second chart (which excludes casual workers) shows the distribution of men and woman at each grade. While the balance between men and women is approximately even in Grades F and G, women are over-represented in Grades B to E and they are under-represented in Grades G and H and at Professorial and senior manager level.

Proportion of men and women in each pay quartile



Proportion of men and women in each pay grade



⁶ 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.

⁷ Following the government's methodology, our total staff population is divided into four equal bands (quartiles). 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.

BONUS INFORMATION 2019:

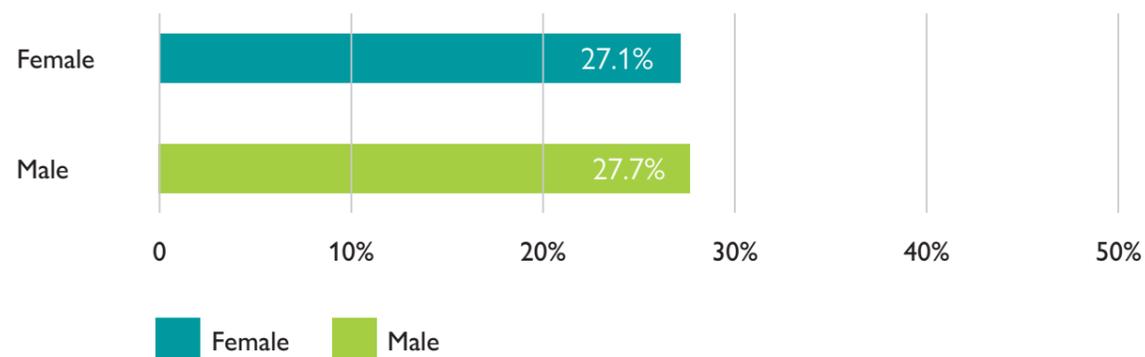
The University's Reward Strategy⁸ sets out the principles for reward and recognition at the University. Our reward initiatives are intended to reward excellence and competency which contribute to the University's sovereign strategies through a consistent framework of rewards which recognises different staff categories. The Reward 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 policy and standards.

Our principal reward arrangements are:

- the Executive Performance Reward Scheme for senior managers, 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.
- Professorial Salary Review
- the Above and Beyond recognition scheme⁹ for all other staff, which enables timely and meaningful recognition to occur for work that is significantly above and beyond expectations, individually or as part of team.

Academic staff who engage in consultancy on behalf of the University may also receive a share of the income and clinical academic staff may be awarded Clinical Excellence Awards by the NHS.

The graphs below show the proportion of staff who received a performance related award in the period April 2018 to March 2019.



⁸ exeter.ac.uk/staff/benefits/reward/

⁹ exeter.ac.uk/staff/benefits/reward/aboveandbeyond/

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 (**0%**).

The **mean** cash value of “bonus” payments received by female employees is **60.9%** 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 **46.5%**.

Our analysis shows 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
	1.5%	2.6%
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.		
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.	9.6%	10.2%
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.	9.1%	33.3%

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 and study. Through our new Equality Diversity and Inclusion Vision, we are engaging with staff and students across our community to develop impactful and evidence-based action plans. For several years we have been working on programmes to develop female careers such as Athena SWAN and each year we add additional programmes based on feedback from our employees on what would help to support them to progress in their career.

We will continue to implement the actions set out in our Athena SWAN action plans and to promote female-focused leadership development initiatives, including Women of Influence and the Aurora development programme. We will continue to run promotion workshops which have been very successful in facilitating the promotion of female academics. These workshops clarify the promotion process for academic staff preparing for promotion, including hearing the experiences of recently promoted staff.

In addition, we have agreed the following actions:

- The University Executive Group reviews the latest equality, diversity and inclusion data each term, providing a framework for executive action to be taken immediately any issues are identified. The Executive Group will hold senior managers to account for developing and delivering their equality action plans.
- We have developed a new equality dashboard to provide managers in Colleges and Services with “real time” demographic information on demographics to better inform their decision making and equality-related action plans.
- We have commissioned research from academic colleagues specialising in gender equality to provide a deeper understanding of the University’s data and the causes of gender inequality and ensure that our action plans are “evidence led”.
- This research has identified the need to review our recruitment practices and procedures on starting salaries. Research into our recruitment over recent years indicates that, in general, we are appointing more women to roles where women are already over-represented and more men to senior academic roles.
- We are reviewing the Executive Performance Reward Scheme for members of College Executives and senior managers in Professional Services with a view to changing this from performance awards, which are a percentage of an office holder’s salary, to a (maximum) fixed amount. This will help to reduce the Gender Bonus Gap.
- We introduced improved pay during maternity, adoption and shared parental leave and a University-wide framework for planning the return to work of academic staff taking family friendly leave. In addition we will conduct a further survey of staff on the support which the University provides to working parents in the next academic year. Our Parents’ and Carers’ network will continue to support colleagues who are balancing their caring responsibilities with their careers.
- We have already introduced guidance for staff and managers to support staff experiencing menopause symptoms and successfully piloted training and support programmes. Further training and support arrangements will be made available to staff and managers in 2020/21.
- We will also be providing guidance and training for managers and staff on domestic abuse and facilitating a network of Domestic Abuse Awareness champions.
- We are reviewing our special leave arrangements, including emergency leave arrangements for Parents and Carers.
- We are developing a new Wellbeing Strategy and progressing Positive Working Environment initiatives (taking account of what our staff have told us through our biennial Employee Engagement Survey). The next Employee Engagement Survey will take place in Autumn 2020, with results in Spring 2021.
- Our Fair Employment For All initiative will deliver improvements for colleagues working on an occasional basis or on fixed term contracts from the start of the 2020/21 University year. Two-thirds of the casual workers included in our 2019 gender pay analysis were women.



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