

UNIVERSITY OF READING **GENDER PAY GAP REPORT 2019**



EXECUTIVE SUMMARY

This report sets out the gender pay gap data for the University of Reading as at the snapshot date of 31 March 2019 and updates the progress we are making against the initiatives to close the gender pay gap, as set out in our 2018 report.

- The mean gender pay gap is 18.33%, compared with 20.51% in 2018, a reduction of 2.18%.
- The mean bonus pay gap is 24.59%, compared with 29.34% in 2018, a reduction of 4.75%.
- Over the past 3 years, the proportion of women in the upper quartile has grown from 42% to 49%.
- 40.27% of our workforce is male and 59.73% of our workforce is female. It is a diverse and multi-national workforce, with very different occupational groups including cleaning and catering roles, grounds, security and maintenance roles, administrative and technical support, professional, academic and research roles, senior academic and managerial roles.
- The University of Reading has a proud history of diversity and inclusion and we were the first English university to appoint a female professor (Edith Morley, 1908).
- The University holds a bronze Athena SWAN¹ award and several Schools have silver awards.
- Our actions to date have been designed to identify, understand and address the underlying causes that contribute to the gender pay gap. We continue to focus on enabling progression and participation in leadership roles, reward and recognition policies and practices, people development and raising awareness.

¹ The Athena SWAN Charter was established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research. It has since been expanded to recognise work undertaken in arts, humanities, social sciences, business and law (AHSSBL), and in professional and support roles.

GENDER PAY GAP VERSUS EQUAL PAY

The Gender Pay Gap is different to Equal Pay. The Gender Pay Gap is a high-level snapshot of pay and shows the difference in the average earnings of men and women in an organisation. It is an average across all jobs and encompasses all staff, including for example, cleaners, Professors and senior managers.

A gender pay gap is indicative of occupational segregation and does not equate to an equal pay issue. Equal pay is about ensuring that men and women are paid equally for carrying out the same work, similar work, or work of equal value.

The University is committed to the principle of equal pay for work of equal value and has robust processes including the use of job evaluation to determine the appropriate grading of roles within our framework structure.

REPORTING REQUIREMENTS

The government has introduced mandatory gender pay gap reporting for all organisations with 250 or more employees. Organisations are required to take a snapshot of pay data as at 31 March annually and publish the following statistics:

- the difference in **mean** and **median** hourly rate of pay between male and female employees
- the difference in **mean** and **median bonus payments** between male and female employees
- the **proportion of male and female employees who received bonus pay** during the period of twelve months preceding the snapshot date
- the **proportion of men and women in each quartile of the organisation's pay distribution.**



GENDER PAY GAP

	Difference between men and women					
	Mean			Median		
	2017	2018	2019	2017	2018	2019
Hourly rate of pay	19.58%	20.51%	18.33%	20.99%	18.52%	18.48%
Bonus ²	18.71%	29.34%	24.59%	40%	57.02%	20.23%

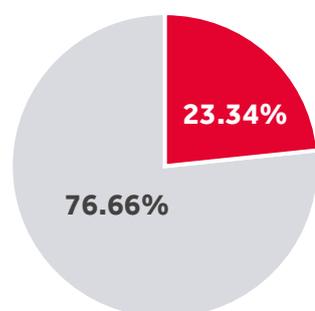
The table above shows the mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 31 March 2019. It also shows the mean and median difference between bonuses paid to men and women in the 12-month period up to 31 March 2019. The table compares the figures for 2019 with those for 2018 and 2017.

The mean hourly rate of pay gap has decreased by 2.18% since 2018. There has been little change in the median hourly rate of pay gap since 2018, however, it has decreased by 2.51% since 2017. Both the mean and median bonus pay gaps have decreased since 2018.

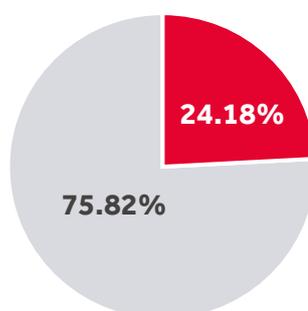
There were 5059 full-pay relevant employees for the purposes of calculating the mean and median hourly rate pay gap and the pay quartiles (up from 4710 in 2018). There were 5138 relevant employees for the purposes of calculating the mean and median bonus pay gap (up from 4806 in 2018). The number of relevant employees is higher than the number of full-pay relevant employees, as it represents all staff who were employed by the University on the snapshot date, including those who were on reduced pay as a result of being on leave.

PROPORTION OF MEN AND WOMEN WHO RECEIVED BONUS PAYMENTS

Proportion of men who received a bonus



Proportion of women who received a bonus



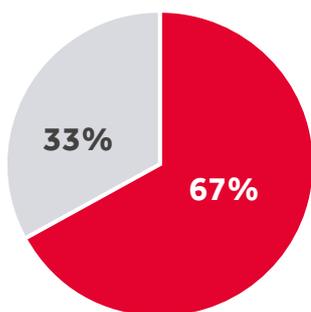
■ Received an award ■ Did not receive an award

These pie charts show the proportion of men and women who received a bonus in the relevant 12-month period. A greater proportion of women received a bonus than men. However, the proportion of women who received a bonus has reduced slightly from 24.49% in 2018 to 24.18% in 2019.

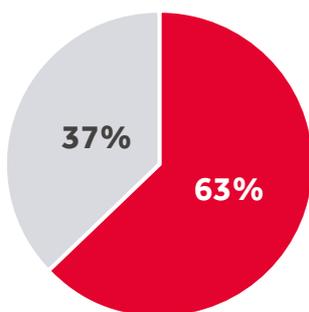
² The University has a suite of discretionary reward and recognition arrangements, which recognise the achievements and contributions made by staff. These are explained in more detail in the section "Factors influencing the gender pay gap".

PAY QUARTILES

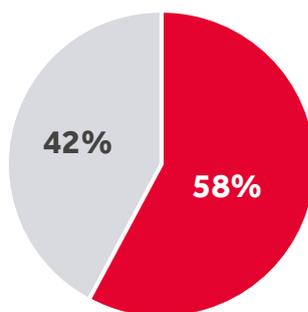
Lower Quartile



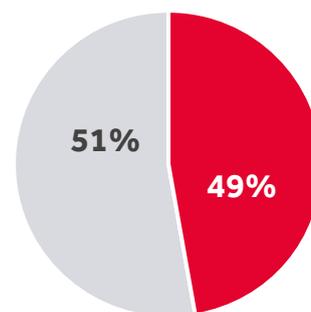
Lower Middle Quartile



Upper Middle Quartile



Upper Quartile



■ % of women ■ % of men

The chart above illustrates the distribution of men and women across the quartiles of the University's pay range and shows that the pay gap is largely as a result of occupational segregation with a higher concentration of women in the lower quartiles. There is a greater proportion of women than men in all but the upper quartile, where just over half, 51%,

of staff are men. However, there has been an increase in the proportion of women in the upper quartile over the past 3 years; increasing from 42% in 2017, to 46% in 2018, to 49% in 2019. This suggests that women are progressing their careers and holding more senior positions.



COMMENTARY

The median gender pay gap for the University of Reading is higher than the median for the Higher Education sector for 2017-18 (15% according to data published by UCEA April 2019), but has decreased since 2018. The gender pay gap is significantly affected by occupational segregation and reflects the uneven distribution of men and women throughout the pay structure; with a higher concentration of women amongst the lower grades in cleaning, catering and clerical roles, and more men amongst the higher grades in professorial and senior management roles.

FACTORS INFLUENCING THE GENDER PAY GAP

- There has been an increase in our staffing numbers since the snapshot date for the 2018 report (4710 full-pay relevant employees in 2018 to 5059 in 2019).
- The University is committed to the Joint Negotiating Committee for Higher Education Staff (JNCHES) remit for pay bargaining and is subject to implementing the outcomes of the nationally agreed pay bargaining process.
- The University has incremental pay scales, so that staff progress within the pay range for their job grade on an annual basis. This means that longer-serving staff will generally be on a higher salary point.
- The University has revised the promotion procedures for academic staff, explicitly valuing teaching, citizenship and leadership, and diversity & inclusion contributions. This has led to much higher levels of applications across all our academic staff and very strong success rates, particularly for our female staff.
- The University has an in-house temporary staffing service "Campus Jobs", which provides valuable opportunities for students and other temporary workers to gain work experience with the University. The roles undertaken by students, the majority of whom are under 25, include: Student Ambassadors, Bar Workers, Front of House Assistants, and Student Demonstrators. 34.29% of Campus Jobs workers included in the calculations were male and 65.71% were female. Campus Jobs workers are engaged on a casual, irregular, or flexible basis, to meet a fluctuating demand for work. The number of these workers who are paid in March each year will vary. If Campus Job workers were to be excluded from the calculations, the **mean gender pay gap** would be **15.93%** and the **median gender pay gap** would be **16.17%**.
- Bonus Pay is defined in the regulations as any remuneration that is in the form of money, vouchers, securities, securities options, or interests in securities and relates to profit sharing, productivity, performance, incentive or commission, that were received in the 12-month period ending with the snapshot date.

The University operates a suite of reward and recognition schemes to encourage, recognise, and value the hard work, commitment and achievements of staff that go beyond the normal expectations of the role:

- » The Celebrating Success scheme provides recognition to staff in real-time for a job well done, or for demonstrating the University's values and behaviours, in the form of gift vouchers ranging from £25 to £100 in value.
- » The Lump Sum Award scheme recognises staff whose exceptional contribution on a one-off or short-term basis has been outstanding and is worthy of particular note. These awards can be made at any time throughout the year and typically range from £250 to £1,500 in value.
- » Long Service Awards recognise the commitment and loyalty of long-serving staff. All staff are eligible for a Long Service Award upon completion of 21 years' continuous service with the University and they receive gift vouchers to the value of £200.
- » Non-consolidated payments are also used as performance-related awards through the annual review processes for professorial and senior management staff.

For the purposes of the calculations, the bonus pay gap data includes all payments made under the schemes listed above, as well as honoraria and royalty payments.

The bonus pay gap has decreased since 2018. The proportions of men and women receiving a bonus have not changed significantly over the past 3 years, however, there has been a slight increase in the proportion of men receiving a bonus, up from 21.25% in 2017 to 23.34% in 2019. In the 12-month period to 31 March 2019, 662 Celebrating Success Awards were made: 421 (63.60%) to women, and 241 (36.40%) to men. Over the same period, 712 Lump Sum Awards were made: 418 (58.71%) were for women, and 294 (41.29%) were for men. The average (mean) value of awards to women was £436.73 and the average value of awards to men was £579.15.

Whilst the Celebrating Success scheme is open to all staff, it is predominantly used in areas of the University that provide support services and the roles are more prescribed and offer fewer opportunities to perform beyond normal expectations. Due to occupational segregation, there is a higher concentration of women in these roles. Celebrating Success Awards are often used to recognise team achievements, so each team member receives a small recognition for their contribution. The value of awards that can be made through the Celebrating Success scheme is restricted, whereas managers have greater discretion over the value of one-off Lump Sum Awards commensurate with the nature of the activity undertaken. If Celebrating Success Awards were to be excluded from the bonus pay data, the mean bonus pay gap would be 20.31% and the median bonus pay gap would be 0% (as the median value of a Lump Sum Award was £500 for both men and women).



WORKING TO CLOSE THE GENDER PAY GAP

The University of Reading recognises that reporting gender pay gap data and analysing the reasons for the gap is a valuable exercise. The University promotes the fair treatment of all employees in its reward and recognition arrangements and is committed to understanding and addressing any significant factors contributing to the gender pay gap. The actions we outlined in our previous report continue to be our key priorities.

Participation in leadership roles

- The University has set institutional targets to address gender imbalances in the take-up of leadership roles. By 2020 we aim to:
 - » have at least 30% female staff in all key University committees and boards, including the University Executive Board (UEB). The committees which meet, or exceed, this target are: Council (38.1%), University Board of Teaching & Learning (60%), University Board of Research & Innovation (39.1%), Senate (47.7%) and Remuneration Committee (40%). Membership of UEB is 25% female which is unchanged from 2018³.
 - » maintain our current baseline of at least 45% of either gender in the overall University Leadership Group – including UEB, Deans, Heads of School and Heads of Function (Leadership Group has 30 male and 23 female members, so is 43.40% female and 56.60% male). The percentage of female members is unchanged from last year.
 - » improve the gender balance amongst the Professoriate, with at least 40% female Professors. The proportion of female Professors has increased from 34.58% in 2018 to 35.08% in 2019. The University has a higher proportion of female Professors than the sector average, 25.5%⁴.

Enabling progression

- Actions have been taken to develop awareness of the structural barriers that women may face to establish and progress academic careers at several stages of the pipeline and mitigating actions have been developed. These include:
 - » Actively supporting and encouraging women to apply for promotion to professorial and senior management roles through mentoring and development opportunities such as the Aurora programme (a women-only leadership development programme run by Advance HE. 10 women have participated in the Aurora programme in the past year.
 - » Adopting good practice in reducing likelihood for gender bias in references and assessor reports, including provision of Unconscious Bias training and guidance for referees and assessors on writing fair, non-gender-biased reports.
 - » Amending the Annual Review Process for professorial staff, so that all Professors are required, rather than invited, to complete a submission, as it is generally acknowledged that female staff are less likely to request a salary increase than male staff.

³ According to data published in the 2017/18 Annual Diversity & Inclusion Report

⁴ According to the UCEA Higher Education Workforce Report 2019, based on data from the 2017-18 HESA Staff Record

- The University's promotion procedures have been reviewed to broaden pathways for academic progression and promotion, explicitly valuing teaching contributions, citizenship, leadership and diversity & inclusion contributions. This has had a positive impact on female academic staff, who tend to be over-represented in teaching intensive roles. In the academic year 2018/19 56% of successful applications for promotion to Associate Professor and Professor were from women, an increase of 3% from 2017/18. 85.7% of female academic staff who applied for promotion to Professor were successful compared with 65.2% of male academic staff.

Raising awareness of diversity issues

- The University has Diversity Champions at University Executive Board (UEB) level who act as role models and spokespersons for their areas. They take responsibility for identifying and raising potential diversity and inclusion-related issues in meetings and discussions across the University. We also have diversity leads within individual Schools and Functions.

Commitment to Athena SWAN

- The University currently holds a bronze Athena SWAN award and we are working towards a silver award. The UEB Champion for gender was very involved in the University's Athena SWAN submission. Four Schools hold silver awards and three Schools hold bronze awards.
- We have an institutional target to achieve University-wide Athena SWAN Gender Charter Mark Silver level recognition by 2020, with all STEMM Schools holding awards and all other Schools working towards Gender Equality Charter Mark recognition.

Reward and recognition

- In the 2017 Gender Pay Gap report we said that we would undertake a review of the pay structure for senior staff to ensure a robust, equitable and transparent pay and grading structure. External consultants were engaged to conduct an independent review. This work has now been completed and a new pay and grading structure established based on job evaluation with salary ranges that are aligned with market rates. We will monitor the impact of this on the gender pay gap amongst this staff population over the coming years.

Family-friendly policies

- The University provides a childcare voucher scheme. As at 31 March 2019 there were 335 parents in the scheme.
- The University provides occupational maternity, paternity, adoption and shared parental leave schemes, which are promoted through articles on the University's Staff Portal. We provide Shared Parental Pay at enhanced levels in line with our maternity policy. 5 men have taken shared parental leave and 35 have taken paternity leave in the past year. Actions have been taken to ensure that Schools and Functions are fully reimbursed for the salary costs of staff taking maternity, adoption and shared parental leave through the provision of central funding. This is used to cover replacement costs and with a requirement that part of the funding is to be used to enable returning staff to be appropriately supported in the transition back to work, so as not to lose momentum in their career development.

Staff networks

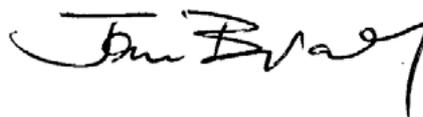
- The Women@Reading staff network champions issues of gender equality across the University, working with University leadership and supported by People Development in Human Resources. The network has a rolling annual programme of events that are advertised through articles on the Staff Portal and through the electronic newsletter.

DECLARATION

We confirm that our data has been calculated according to the requirements of The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.



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GENDER PAY GAP REPORT

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